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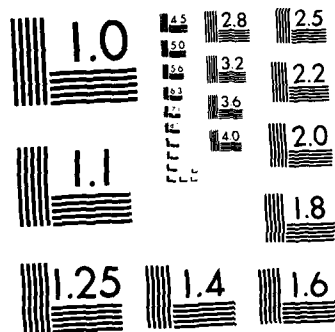
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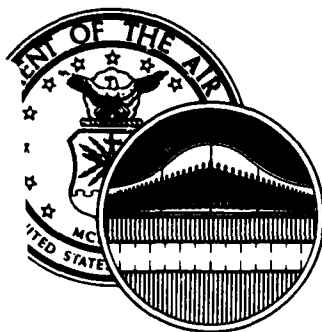
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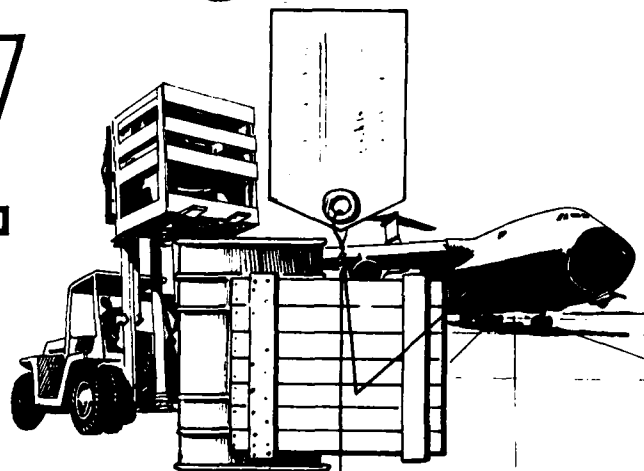
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UNITED STATES AIR FORCE

# OCCUPATIONAL SURVEY REPORT



TRANSPORTATION UTILIZATION FIELD  
(OFFICERS AND OFFICER-EQUIVALENT CIVILIANS)

AFS 60XX AND ASSOCIATED CIVILIAN  
TRANSPORTATION OCCUPATIONAL SERIES

AFPT 90-60X-449

MARCH 1983

OCCUPATIONAL ANALYSIS PROGRAM  
USAF OCCUPATIONAL MEASUREMENT CENTER  
AIR TRAINING COMMAND  
RANDOLPH AFB, TEXAS 78150

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AFHRL/LRT	1	1	1m	1m/1h
AFHRL/TU	2	6	1m	1m
AFLMC/LGT	2	2		2
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HQ AFCC/MPXT	3	3		3
HQ AFISC/DAP	1	1		
HQ AFLC/MPCA	3	3		3
HQ AFSC/MPAT	3	3		3
HQ ATC/DPAE	1	1		1
HQ ATC/TTQJ	2	1		1
HQ ESC/DPTATC	1	1		1
HQ ESC/DPTE	2	2		2
HQ MAC/DPAT	3	3		3
HQ PACAF/DPAL	1	1		1
HQ PACAF/DPAT	3	3		3
HQ SAC/DPAT	3	3		3
HQ SAC/LGMQ (ATCLO)	1	1		1
HQ TAC/DPAT	3	3		3
HQ TAC/DPLATC	1	1		1
HQ USAF/LGT	2	1		1
HQ USAF/MPPT	1	1		1
HQ USAFE/DPAT	3	3		3
HQ USAFE/DPATC	1	1		1
HQ USMC/TPI	1	1		
LMDC/AN	1			
NODAC	1	1		
OSAF/ALG PENTAGON (Mr Falatko)	1			
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3507 ACS/DPUI	1	1		

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## PREFACE

This report presents the results of a detailed Air Force occupational survey of the Officer Transportation Utilization Field (AFS 60XX) and officer-equivalent civilian positions. The survey was requested by HQ USAF/LET and OSAF/ALG in coordination with HQ ATC/TT, HQ AFMPC/MPCR PQ and MPCROS1D (PALACE LOG). The survey was designed to provide data to use in utilization field classification and training decisions for officers, and for use in career progression issues for both officers and civilians. Authority for conducting occupational surveys is contained in AFR 35-2.

The survey instrument, USAF Job Inventory AFPT 90-60X-449 dated December 1981, was developed by Captain William E. Griffith, Captain William E. Wimpee, and Chief Master Sergeant Theodore R. Wilcox. The survey data were analyzed and final report written by Captain Griffith. The individual responsible for field administration of the survey was Sergeant Frank Cabrera. The computer programmer for the study was Mr Bill Feltner. This report has been reviewed and approved by Mr Paul N. DiTullio, Chief, Management Applications Section, USAF Occupational Measurement Center, Randolph AFB Texas 78150.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies may be obtained upon request to the USAF Occupational Measurement Center, attention to the Chief, Occupational Analysis Branch (OMY), Randolph AFB, Texas 78150.

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## SUMMARY OF RESULTS

1. Survey Coverage. The joint transportation officer and officer-equivalent civilian job inventory was administered worldwide during early 1982 to 968 transporters: 746 officers and 222 civilians.
2. Transportation Field Structure. The transportation field was very diverse, composed of eight job clusters containing 25 job types and 15 independent job types. Overall, civilian and military transporters surveyed performed roughly equivalent jobs and tasks, with very few jobs being performed exclusively by military or civilian personnel.
3. DAFSC, Paygrade, TAFMS Groups. There were differences in tasks performed between personnel in DAFSC 601X (Transportation Staff Officer) and DAFSC 605X (Transportation Officer). The junior specialty (605X) was more technically oriented and the staff officer specialty was more command and management oriented. Lieutenants were primarily technician-managers. Field grade officers were primarily commanders or staff officers. Captains were a transition group, performing both functions.
4. Occupational Series. Responses from civilians in eight occupational series were analyzed. Three groupings of related series were identified: 1601 (General Facilities and Equipment Maintenance), 1670 (Equipment Specialist), and 5801 (Transportation/Mobile Equipment Maintenance) were similar; series 2101 (Transportation Specialist), 2130 (Traffic Management), 2150 (Transportation Operations), and 0301 (Miscellaneous Administration and Programs) were similar; and series 2032 (Packaging) was unique in terms of tasks performed. There was considerable overlap between series 2101, 2130, and 2150 with personnel in these series often found in the same job groups.
5. Training Analysis. The POI for Course J30BR6051 was compared to occupational survey data. Overall, the course covers training on the tasks most frequently performed by entry-level officers.
6. Implications. No problem areas were uncovered in the career field. Training might be fine tuned slightly based on job groups in the career field and MAJCOM assignment. Job satisfaction was very high among Air Force transporters.



OCCUPATIONAL SURVEY REPORT  
TRANSPORTATION UTILIZATION FIELD  
(AFS 60XX)

OFFICER-EQUIVALENT CIVILIAN TRANSPORTERS  
(PRIMARILY OCCUPATIONAL SERIES 0301, 1601, 1670,  
2032, 2101, 2130, 2150, AND 5801)

INTRODUCTION

Objectives

This occupational survey was requested by the Air Force Director of Transportation (AF/LET) and HQ AFMPC on 30 July 1980 for the purpose of providing data with which to make training, classification, and career progression decisions for Air Force Transportation officers. On 6 January 1981, at the request of the Assistant for Transportation to the Secretary of the Air Force, the survey's scope was broadened to include officer-equivalent civilian transporters. The major purpose for including civilian transporters was to gather data for use in making career progression and training decisions. Additionally, the data were requested to aid in managing the Logistics Civilian Career Enhancement Program.

History and Background of Transportation Utilization Field

The history of the Air Force Transportation Utilization Field has been relatively stable. The field began in May 1954, composed of three specialties: AFSC 601X, Transportation Staff Officer; AFSC 602X, Air Transportation Officer; and AFSC 603X, Surface Transportation Officer. The Transportation Staff Officer specialty (AFS 601X) has remained unchanged since 1954.

In December 1963, the Air and Surface specialties were merged to form AFSC 604X, Transportation Officer. In July 1968, the Motor Vehicle Maintenance Officer field (AFSC 472X), from the Maintenance Career Area, was brought into the Transportation Utilization field, redesignated AFSC 602X, and renamed Motor Vehicle Management Officer. The final classification change was made in April 1976, when the Motor Vehicle Management and Transportation specialties were merged, designated AFSC 605X, and named the Transportation Officer specialty.

New transporters can enter the field from a commissioning source, as a career broadening or rated supplement assignment, or as a result of reclassification. All new accessions attend the AFSC-awarding Transportation Officer Course J30BR6051 at Sheppard AFB TX. Senior captains and field grade officers may attend the Transportation Staff Officer Course J30AR6011, also taught at Sheppard AFB.

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## SURVEY METHODOLOGY

### Development of the Survey Instrument

The survey instrument used to collect the data for this study was USAF Job Inventory AFPT 90-60X-449. The job inventory was divided into three major sections. The first was a background section which gathered information from respondents, such as name, grade, DAFSC or occupational series, job interest, organizational level, and educational background. The second part was a Transportation Principles Inventory, which listed 115 transportation and logistics-related knowledges. Respondents were asked to indicate all areas of transportation knowledge required to perform their present job. The third section was the task list. The task list contained 792 task statements related to all aspects of transportation in which officers and equivalent-grade civilians might be involved.

The job inventory was developed between January and October 1981. Following a project initiation workshop, 13-14 January 1981, occupational analysts interviewed over 200 transportation officers and civilians at 25 CONUS and overseas duty locations. At the interviews, transporters provided task statements describing their jobs. Early in the task list development phase, analysts discovered some transporters reported performing similar tasks, but indicated different transportation knowledges were required to perform their job. For this reason, the Transportation Principles Inventory (TPI) was developed from interview sessions and from reviewing career field documents. The draft task list and transportation principles inventory, derived from these interviews, were refined at an Inventory Validation Workshop conducted 14-16 July 1981. The job inventory was then reviewed by transporters in all Major Commands. As DAF civilian employees would be surveyed, copies of the draft inventory were sent to the three major national unions\* for review and coordination. Following the required union reviews and subsequent revisions, the job inventory was printed and administered to transporters between February and June 1982.

\*The unions were the American Federation of Government Employees (AFGE); the National Association of Government Employees (NAGE); and the National Federation of Federal Employees (NFFE).

### Survey Administration

Survey administration procedures differed slightly between military and civilian transporters. Survey booklets were mailed to servicing Consolidated Base Personnel Offices (CBPO) for military respondents. The CBPOs then administered and collected the survey booklets and returned them to the Occupational Measurement Center for processing.

Because occupational surveys are optional for civilian employees, and to guarantee confidentiality of responses, USAFOMC mailed job inventories directly to civilian transporters, after coordination with the labor relation unit at each servicing Civilian Personnel Office. Upon completion of the inventory, civilians returned booklets directly to USAFOMC using the pre-addressed envelopes provided.

Job inventories were administered to transporters worldwide. Officers were identified from the Uniform Officer Record (UOR) data tapes generated by Headquarters Air Force Manpower and Personnel Center (AFMPC) and maintained by the Air Force Human Resources Laboratory (AFHRL). Civilians were identified from master personnel files maintained at the Air Force Office of Civilian Personnel Operations (OCPO). To be eligible for the survey, officers were required to hold one of the following DAFSCs: 6011, 6016, 6051, or 6054. Civilians were deemed eligible if they were assigned to an officer-equivalent position (AFSCs 6011, 6016, 6051, or 6054) graded GS-9 or above.

Survey respondents first completed the background information section and transportation principles inventory. Then members checked each task in the task list performed in their present job and rated the relative time spent on each task, using the following 9-point scale:

- 1 Very small amount time spent
- 2 Much below average time spent
- 3 Below average time spent
- 4 Slightly below average time spent
- 5 Average time spent
- 6 Slightly above average time spent
- 7 Above average time spent
- 8 Much above average time spent
- 9 Very large amount time spent

All of an incumbent's ratings were assumed to account for 100 percent of his or her work time.

### Survey Sample

The final sample consisted of 968 military and civilian transporters. Tables 1 through 3 indicate the distribution of the military sample with respect to paygrade and MAJCOM assignment. Tables 1, 2, 4, and 5 show the distribution of the civilian sample with respect to MAJCOM assignment, civilian grades, and occupational series.

As can be seen in Tables 1 through 5, the survey sample is representative of officer and officer-equivalent civilian transporters and valid inferences about the career area can be made from the sample.

#### Task Factor Administration

In addition to completing the job inventory booklet, selected officers completed a second booklet designed to assess the relative training emphasis each task in the inventory should be given in the resident entry-level course. Training emphasis procedures, ratings, and conclusions are discussed in detail later in this report.

#### Data Processing and Analysis

Booklets were keypunched and optically scanned, and the data were merged to form complete case records. Comprehensive Data Analysis Program (CODAP) techniques were used to accomplish the analysis. CODAP is capable of producing job descriptions for any group of persons defined by their responses to specific job inventory items. For example, in this analysis special composite job descriptions were completed for occupational series, duty AFSC, paygrade, and time-in-service groups. These groups were then compared to determine similarities and differences in tasks performed.

TABLE 1  
SURVEY SAMPLE DISTRIBUTION

	<u>PERCENT ASSIGNED*</u>	<u>PERCENT NUMBER OF SAMPLE</u>
MILITARY	71	77
CIVILIAN	29	23

\*AS OF JANUARY 1982.

TABLE 2  
MAJOR AIR COMMAND DISTRIBUTION

<u>MAJOR COMMAND</u>	<u>MILITARY</u>		<u>CIVILIAN</u>	
	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
MAC	39	37	15	14
SAC	10	12	9	11
TAC	10	11	4	5
USAFE	10	10	4	3
ATC	5	5	7	9
PACAF	5	5	2	0
AFLC	5	3	32	34
AFSC	2	2	14	11
OTHER*	14	15	13	13

\*INCLUDES AAC, AFCC, AFDSDC, AFLMC, AFRES, DLA, ESC, EUCOM, HQ USAF, JCS, JDA, JPPSO/CPPSO, MSC, MTMC, NATO, OSD/OSAF, PACOM, REDCOM, SOUTHCOM, AND USAFA.

TABLE 3  
MILITARY PAYGRADE DISTRIBUTION

<u>GRADE</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
COLONEL	4	4
LIEUTENANT COLONEL	12	12
MAJOR	18	18
CAPTAIN	28	24
LIEUTENANTS	38	42

TABLE 4  
CIVILIAN PAYGRADE DISTRIBUTION

<u>GRADE</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE</u>
GS-9	6	4
GS-10	3	1
GS-11	22	27
GS-12	45	48
GS/GM-13	14	14
GS/GM-14	8	4
GS/GM-15	2	2

\*ASSIGNED TO OFFICER-EQUIVALENT TRANSPORTATION BILLETS,  
GRADE GS-9 OR ABOVE.

TABLE 5  
CIVILIAN OCCUPATIONAL SERIES DISTRIBUTION

<u>OCCUPATIONAL SERIES</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
TRAFFIC MANAGEMENT (2130)	46	47
TRANSPORTATION OPERATIONS (2150)	15	16
TRANSPORTATION SPECIALISTS (2101)	12	10
TRANSPORTATION/MOBILE EQUIPMENT MAINTENANCE (5801)	6	8
PACKAGING (2032)	6	9
GENERAL FACILITIES AND EQUIPMENT MAINTENANCE (1601)	4	3
EQUIPMENT SPECIALIST (1670)	3	4
MISCELLANEOUS ADMINISTRATION AND PROGRAMS (0301)	3	2
OTHER*	5	1

\*INCLUDES SERIES 1910, QUALITY ASSURANCE; SERIES 2131, FREIGHT RATE;  
SERIES 4604, WOODWORKING; AND SERIES 5703, MOTOR VEHICLE OPERATING.

## TRANSPORTATION FIELD STRUCTURE

### Field Structure Overview

An important function of the USAF Occupational Analysis program is to examine the structure of occupations and determine what people are actually doing in the work environment. A cluster analysis procedure was used to group together transporters who performed similar jobs, independent of traditional personnel categories, such as paygrade, DAFSC, occupational series, or job title. One of the CODAP computer programs forms groups of respondents based on similarities in tasks performed and time spent on those tasks. Each group is identified by a unique number (e.g., GRP321-Vehicle Operations Officers). A group is called a Job Type if its members perform many of the same tasks and spend similar amounts of time performing them. When there is substantial similarity between two or more job types, they are merged together into a composite group called a Cluster. Finally, specialized job types too dissimilar to be grouped into any cluster are referred to as Independent Job Types.

Analysis of the groups in the survey of officer and equivalent grade transportation personnel identified: (1) the number and characteristics of the different jobs which existed across the transportation field; (2) the tasks which tended to be performed together by the grouped respondents; and (3) tasks and incumbent characteristics which may be peculiar to specific functions in the transportation field.

Based on task performance similarity and relative percent time spent, the best division of jobs performed by survey respondents in the transportation field is illustrated in Figure 1. These job groups are listed below. (The large "N" refers to the number of personnel in the group. The "GRP" number shown beside each title is a computer identification number which represents each specified group). Eight clusters composed of 25 job types and 15 independent job types were identified in this analysis.

Clusters are indicated with a C, job types with a JT, and independent job types with an I.

- I. VEHICLE OPERATIONS OFFICERS I (GRP321, N=54) (I)
- II. DIRECTORS AND COMMANDERS I (GRP363, N=108) (C)
  - A. Transportation Squadron Commanders and Transportation Chiefs (GRP379, N=82) (JT)
  - B. Aerial Port Squadron Commanders and Terminal Managers (GRP409, N=26) (JT)
- III. COMMANDERS II (GRP261, N=18) (I)
- IV. HEADQUARTERS STAFF PERSONNEL (GRP201, N=59) (I)

- V. TRAFFIC MANAGEMENT PERSONNEL (GRP219, N=76) (C)
  - A. Traffic Management - Shipment Evaluators (GRP245, N=27) (JT)
  - B. Traffic Management - Mobility (GRP362, N=17) (JT)
  - C. Traffic Management - Personal Property Specialists (GRP366, N=27) (JT)
- VI. FREIGHT PROCESSORS (GRP180, N=35) (C)
  - A. Freight Monitors (GRP207, N=18) (JT)
  - B. Airfreight Processors (GRP267, N=15) (JT)
- VII. MOBILITY MANAGERS (GRP132, N=43) (C)
  - A. Junior Mobility Monitors (GRP249, N=6) (JT)
  - B. Vehicle Contract Monitors (GRP269, N=6) (JT)
  - C. Mobility Specialists (GRP203, N=22) (JT)
- VIII. VEHICLE MAINTENANCE PERSONNEL (GRP128, N=61) (I)
- IX. PASSENGER SERVICES OFFICERS (GRP099, N=26) (C)
  - A. Passenger Services Supervisors (GRP185, N=12) (JT)
  - B. Air Terminal Managers (GRP216, N=11) (JT)
- X. PERSONAL PROPERTY EVALUATORS (GRP088, N=14) (I)
- XI. TRANSPORTATION INSPECTOR GENERAL PERSONNEL (GRP109, N=12) (I)
- XII. MANPOWER AND PERSONNEL MANAGERS (GRP258, N=6) (I)
- XIII. TRAINING MANAGERS (GRP232, N=5) (I)
- XIV. TRANSPORTATION STAFF ASSISTANCE PERSONNEL (GRP052, N=21) (I)
- XV. VEHICLE OPERATIONS OFFICERS II (GRP054, N=21) (I)
- XVI. AIRLIFT MANAGEMENT OFFICERS (GRP044, N=28) (C)
  - A. Validated Airlift Personnel (GRP114, N=8) (JT)
  - B. Airlift Movements Monitors (GRP122, N=13) (JT)
  - C. Airlift Clearance Authority Personnel (GRP150, N=5) (JT)
- XVII. MOBILITY OFFICERS (GRP078, N=12) (I)
- XVIII. PLANS PERSONNEL (GRP077, N=69) (I)
- XIX. CONTRACT MONITORS (GRP092, N=18) (C)
  - A. Requirements Forecasting and Contract Development Personnel (GRP152, N=8) (JT)
  - B. Air Force Plant Representative Office (AFPRO) Personnel (GRP196, N=10) (JT)



- XX. TRANSPORTATION SYSTEMS DEVELOPMENT OFFICERS (GRP048, N=108) (C)
  - A. Packaging Specialists (GRP135, N=9) (JT)
  - B. General Administrative Action Officers (GRP069, N=15) (JT)
  - C. Staff Section Supervisors (GRP130, N=13) (JT)
  - D. Transportation Systems Analysts (GRP272, N=8) (JT)
  - E. Data Automation Project Monitors (GRP396, N=5) (JT)
  - F. Data Automation Developers (GRP268, N=10) (JT)
  - G. Passenger Services Division Monitors (GRP312, N=4) (JT)
  - H. Staff-level Program Specialists (GRP227, N=28) (JT)
- XXI. TERMINAL SERVICES PERSONNEL (GRP076, N=13) (I)
- XXII. TRANSPORTATION INSTRUCTORS (GRP244, N=6) (I)
- XXIII. AIR TERMINAL OPERATIONS CENTER (ATOC) PERSONNEL (GRP041, N=62) (I)

The job groups identified account for over 93 percent of the transporters in the survey sample. The remaining seven percent performed highly specialized or unique jobs so dissimilar from other transporters, they were not included in the job groups listed above. The transporters in these specialized jobs reported diverse job titles, such as Maintenance Control Analysis OIC, Facilities Equipment Analyst, Site Support Officer, and Excess Cost Adjudicator.

In the narrative that follows in the Transportation field structure, groups of civilians are often referred to by occupational series numerical designation. For a list of civilian transportation occupational series and corresponding numerical designations, see the Occupational Series Analysis, page 54.

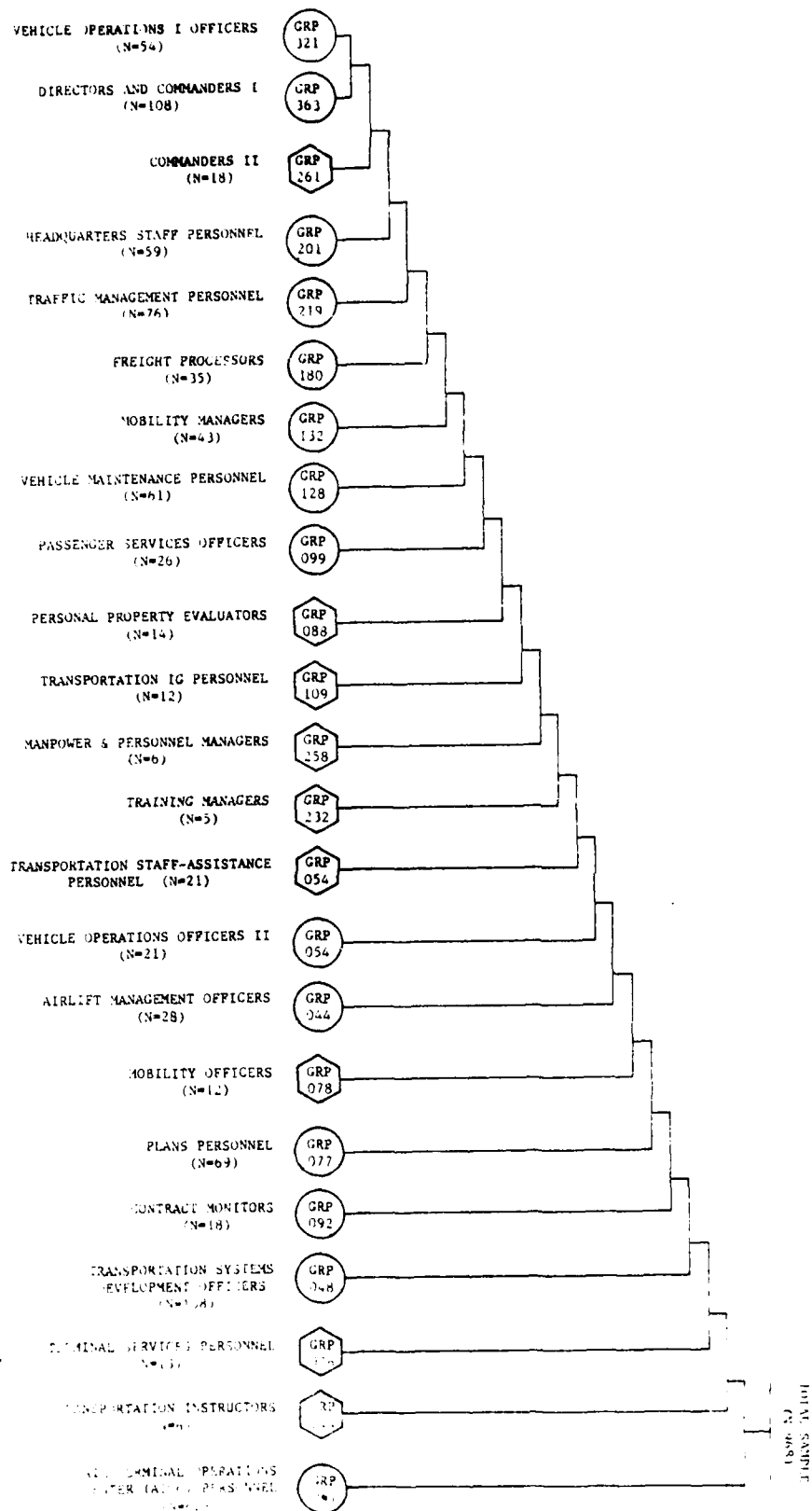


FIGURE 1  
TRANSPORTATION UTILIZATION AREA  
(AFS 60XX OFFICERS & EQUIVALENT GRADE CIVILIANS)

I. VEHICLE OPERATIONS OFFICERS I (GRP321,N=54). The members of this relatively junior group of transporters performed tasks associated with the management of Air Force motor vehicles. Tasks included:

- Review letters of vehicle abuse or misuse
- Approve or disapprove vehicle transportation requests
- Review status of special, sensitive, or VIP requests for vehicle support
- Approve or disapprove leave requests
- Evaluate corrective action in vehicle abuse or misuse cases
- Advise organizations on vehicle operations programs
- Evaluate efficiency of transportation systems, such as base taxis or shuttle buses
- Counsel personnel on personal, military, or job-related matters
- Indorse APRs
- Review vehicle dispatch logs
- Approve or disapprove requests for auxillary parking areas
- Evaluate justifications for vehicle dispatch forms (AF Form 1374)
- Coordinate with VCOs on vehicle requirements, maintenance, or procedures

Over 90 percent of the group members were military; the vast majority of military officers (98 percent) had a DAFSC of 605X. Seventy-six percent were lieutenants. The nine percent who were civilians were in a variety of occupational series (0301, 2150, and 5703) and were in grades GS-9, GS-11, and GS-12. Almost 26 percent were female, one of the highest percentages in the sample. Vehicle Operations officers supervised an average of six subordinates; however, several respondents reported between 50 and 70 subordinates.

The vehicle operations job group MAJCOM distribution had an over-representation of SAC personnel and fewer MAC personnel than expected. While over 31 percent of the survey respondents were assigned to MAC, only nine percent of this job group were MAC personnel. Conversely, while SAC personnel made up only 12 percent of the total sample, they accounted for over 40 percent of this group's members. Over 74 percent were assigned to CONUS installations and 98 percent were assigned to wing-level or subordinate units. Job satisfaction indices were typical for this survey sample and will be discussed with the satisfaction indices of all major groups later in this report.

II. DIRECTORS AND COMMANDERS I (GRP363, N=108). The concentration on command, management, and leadership tasks differentiated this large group of senior transporters. The tasks commonly performed dealt with personnel supervision and unit management and oversight. These tasks included:

- Approve or disapprove leave requests
- Review safety reports
- Counsel incoming personnel
- Assign personnel to perform additional duties, such as security, bond drive, or CFC campaign
- Review incoming messages or correspondence
- Counsel military personnel on personal, military or job-related matters
- Advise organizations of transportation programs or services
- Coordinate with manpower or personnel agencies on authorizations or requirements
- Brief transportation matters at staff meetings or stand-up meetings
- Review support agreements
- Indorse APRs
- Draft or write APRs
- Interpret policies or directives for subordinates
- Prepare briefings

In addition to the general management, supervision, and administrative tasks listed above, large percentages (between 60-85 percent) of group members also performed more technical tasks, such as:

- Evaluate corrective actions in vehicle abuse or misuse cases
- Approve or disapprove accident investigation reports
- Direct mobility work centers during exercises or deployments
- Analyze vehicle accident or incident trends
- Analyze CONPLANS, OPLANS, or OPORDs for feasibility
- Determine vehicle or equipment requirements for exercises or deployments

Group members were among the most senior transporters identified in the survey sample in paygrade, time in the career field, and TAFMS time. Most group members were military officers (92 percent), primarily majors and lieutenant colonels. Over 79 percent held DAFSC 601X and 57 percent possessed the "A" (commander) prefix. Seven percent of the group members were civilians in paygrades GS-11 and GS-12, and Occupational series 2150, 2130, 2101, 0301, and 1910. Group members averaged 12½ years in the career field; military officers averaged over 16½ years TAFMS, and civilians averaged 17 years in Government service. Incumbents supervised an average of six subordinates and reported an average supervisory span of control of 163 individuals.

Two job types were identified within the Directors and Commanders I cluster.

A. Transportation Squadron Commanders and Transportation Chiefs (GRP379, N=82). This job group was notable because its members, in addition to supervision and management, devoted much of their time to vehicle

operations, mobility and deployment, and vehicle maintenance-related tasks. Between 20 and 40 percent performed some TMO-related personal property or passenger processing tasks, but very few performed airlift management tasks. As with the Vehicle Operations I job group, MAJCOM distribution for these commanders and chiefs of transportation was unusual. SAC and USAFE were overrepresented with 26 and 21 percent, respectively. Again, MAC was underrepresented with 16 percent. Ten percent were assigned to TAC. Most members were assigned to Transportation Squadrons or Transportation Divisions as part of air base group or wing organizations.

B. Aerial Port Commanders and Terminal Managers (GRP409, N=26). Members of this group were differentiated by the performance of airlift management, passenger services, and shipment processing tasks, in addition to unit management and personnel supervision tasks. The only vehicle operations tasks commonly performed were related to vehicle abuse, misuse, and accident investigation. Tasks which differentiated group members from the commander job type group (GRP379), immediately above, were:

- Evaluate cargo backlogs
- Determine causes of aircraft delays
- Analyze airlift reports
- Approve or disapprove station traffic handling report forms, such as MAC Form 82 or 7107 Report
- Advise users of airlift capability
- Approve or disapprove transportation delay reports
- Evaluate passenger backlogs
- Review responses to passenger complaints
- Evaluate pallet and net reports
- Evaluate transportation flightline operations such as vehicle chocking, security, or FOD
- Evaluate passenger processing procedures

All members were assigned to MAC, Military Airlift Support Squadrons, Tactical Airlift Wings, Aerial Port Squadrons, and Mobile Aerial Port Squadrons.

III. COMMANDERS II (GRP261, N=18). The members of this small, all military group constituted the second group of commanders identified in the sample. The members were not markedly different from members of the Director and Commanders I job cluster (GRP363) in terms of tasks. Commanders II averaged only 100 tasks, compared to 241 for the Directors and Commanders I (GRP363) group. The MAJCOM composition was different, however. Tactical air forces personnel accounted for 67 percent of group members and 44 percent were assigned to TAC. SAC and MAC were underrepresented in this group which devoted less time to mobility and plans tasks than the other command related group. Tasks common to group members included:

- Indorse APRs
- Counsel military personnel on personal, military, or job-related matters
- Brief transportation matters at staff meetings or stand-up meetings
- Advise organizations on transportation programs or services
- Counsel incoming personnel
- Initiate separation or discharge actions
- Draft or write APRs
- Approve or disapprove recommendations for awards or commendations
- Assign personnel to perform additional duties, such as security, bond drive, or CFC campaign
- Approve or disapprove leave requests
- Approve or disapprove promotion actions

Over 83 percent of group members possessed the "A" prefix; 89 percent held DAFSC 601X.

Commanders II personnel (GRP261) differed somewhat from the other commander job groups (GRP363) on several demographic characteristics. First, Commanders II averaged just over 10½ years in the transportation career field, making them less experienced than the members of the other group, who averaged over 12½ years. Second, Commanders II expressed markedly lower job satisfaction indices. While over 99 percent of the commanders and directors (GRP363) felt their talents well utilized, only 72 percent of the Commanders II felt so. Over 93 percent of GRP363 respondents felt their job utilized their technical training well. Less than 67 percent of the Commanders II group personnel expressed the same perception.

IV. HEADQUARTERS STAFF PERSONNEL (GRP201, N=59). The members of this senior job group were differentiated by performing tasks typical of staff agencies. These tasks included:

- Proofread or edit correspondence
- Review incoming messages or correspondence
- Draft or write staff correspondence or papers
- Travel on official business out of local area
- Develop transportation policies or guidance
- Chair or participate in transportation-related conferences, workshops, or meetings
- Review regulations or directives
- Draft or write inputs to regulations, manuals, or supplements
- Conduct staff assistance visits
- Draft or write responses to inquiries from governmental agencies

- Evaluate manpower or personnel requirements in support of weapon system conversions or mission changes
- Attend briefings as backup or transportation expert
- Review results of previous IG inspections or staff-assistance visits
- Draft or write inputs to FYDP or POM
- Monitor currency or status of POM initiatives

Members performed very few tasks from the more technical duties, such as vehicle operations, passenger services, or airlift management. Rather than performing typically unit-level tasks, Headquarters Staff Personnel were involved more with evaluating subordinate unit activities in vehicle operations, passenger services, and airlift management. Tasks indicative of this evaluation function that were performed by 25 to 40 percent of group members included:

- Evaluate field implementation of project solutions for recommendations
- Analyze airlift reports
- Evaluate requests for salvage or repair
- Evaluate unit vehicle authorizations
- Evaluate limited technical inspection reports
- Evaluate requests for depot-level maintenance
- Evaluate inputs to foreign priority buy or vehicle priority buy programs
- Evaluate applications for travel exceptions
- Evaluate airlift requests
- Evaluate requests for exception to DOD transportation policies

Two small subgroups were identified within the Headquarters Staff job group as being slightly different. One group (GRP221, N=5) devoted more time to mobility, planning, and airlift management than other staff-level personnel. Differentiating tasks for this group included:

- Analyze CONPLANS, OPLANs, or ODORDs for feasibility
- Review UNITREP reports
- Analyze time phase force deployment listings (TPFDL)
- Analyze airlift reports

The other small subgroup (GRP325, N=4) performed the staff-related tasks mentioned earlier and several data automation tasks:

- Analyze automated data inputs or outputs
- Coordinate with computer personnel on ADP support requirements

Draft or write Data Automation Requirements (DAR)  
Field test ADP systems or programs

The Headquarters Staff personnel job group was composed of both military and civilian transporters (76 percent and 24 percent, respectively). Group members were relatively senior, with 77 percent of the military members in the grade of major or above. Civilian grades ranged from GS-11 to GM-15, with 64 percent of the civilians in paygrades GS-12 or GM-13. Eighty-four percent of the military members were in Duty AFSC 601X, and 64 percent of the civilians were in occupational series 2130. All major commands, HQ USAF and other agencies in the survey sample were represented, with the largest percentages of group members in either MAC (24 percent), SAC (10 percent), or at the Air Staff (nine percent). Members supervised between four and five subordinates and reported an average supervisory span of control of 51 people.

Headquarters Staff Personnel spent more time TDY than members of all but one other job group. In a background question asking respondents how many days in the last six months they had been TDY, group members reported higher than usual frequencies. Sixty-one percent indicated they had spent between 15 and 42 days TDY, and over ten percent had spent more than 43 days TDY.

V. TRAFFIC MANAGEMENT PERSONNEL (GRP219, N=76). Personal property shipment and passenger processing tasks differentiated the jobs of transporters in this large job cluster. As a group, incumbents spent over 23 percent of their time performing tasks related to those duties:

- Analyze traffic management workload reporting and productivity (T-WRAPs) reports
- Monitor status of VIP or special interest personal property shipments
- Analyze trends in personal property carrier performance
- Evaluate personal property carrier services
- Evaluate personal property shipment counseling sessions
- Review customer evaluations of personal property carrier performance
- Analyze cost trends such as cost per hundred weight or cost per passenger mile
- Approve or disapprove lists of professional items forms (AF Form 2280)
- Review bills of lading
- Evaluate tonnage distribution rosters
- Evaluate port call procedures
- Review excess cost rebuttal letters or packages
- Review CERS reports
- Inspect carrier equipment, facilities, or warehouses
- Analyze shipment processing problems
- Consolidate T-WRAP data or reports



Tasks were not limited to personal property shipment and passenger processing though. Members also performed management, supervision, and general administrative tasks common to many transporters. Incumbents supervised between five and six subordinates. Average supervisory span of control was 95 individuals.

Within the cluster, three job groups were identified.

A. Traffic Management: Shipment Evaluators (GRP245, N=27). While performing personal property and passenger processing tasks, members of this group spent more time on shipment processing tasks than members of the other Traffic Management groups. Shipment processing accounted for almost 11 percent of members' time and included the following tasks:

- Analyze shipment processing problems
- Evaluate shipment uploading or downloading
- Advise organizations on planning or movement of shipments
- Recommend transportation alternatives in response to strikes or labor problems
- Evaluate shipments for restraint, blocking, or packaging
- Evaluate cargo backlogs
- Analyze weight and cube utilization data
- Review MICAP reports
- Evaluate reports or responses to over, short, or damaged shipments
- Evaluate hazardous cargo waiver or deviations

The MAJCOM composition of the three Traffic Management job groups differed from one another. Large percentages of the Traffic Management-Shipment Evaluators (GRP245) were assigned to AFLC (33 percent), TAC (15 percent), MAC and USAFE (11 percent each). Military and civilian transporters were almost equally represented in the group; 52 percent were civilian and 48 percent military. Civilians ranged in grade from GS-11 to GM-14, while 77 percent of the military were in the roughly equivalent grades of captain to lieutenant colonel.

B. Traffic Management: Mobility (GRP362, N=17). The majority of members in this group were military (94 percent), most were assigned to SAC (35 percent) or TAC (29 percent), and they devoted a large percentage of their time to mobility tasks. While members spent almost 21 percent of their time on personal property shipment and passenger processing tasks, they spent 14 percent of their time on tasks such as:

- Direct mobility work centers during exercises or deployments
- Participate in deployment, re-deployment, or exercise planning meetings
- Provide transportation guidance to battle staffs, command post teams, or crisis action teams

Coordinate with participating units on exercise or contingency plans or requirements  
Assign personnel to mobility positions  
Analyze CONPLANS, OPLANs, or OPORDs for feasibility  
Analyze exercise or deployment after action reports

C. Traffic Management: Personal Property Specialists (GRP366, N=27). Group members spent more time on personal property processing tasks than the members of the other two Traffic Management-related job groups. Between 65 and 80 percent of incumbents also performed uncommon personal property processing tasks, such as:

Review pay adjustment authorization forms (AF Form 139)  
Review Carrier Evaluation Reporting System (CERS) reports  
Certify do-it-yourself move forms  
Review and forward requests for extension of personal property shipment entitlements  
Compile excess cost rebuttal packages  
Certify cash collection voucher forms (DD Form 1131)  
Direct tracing of personal property shipments

The job group was composed primarily of civilians (82 percent) in grades GS-11 and GS-12. Ninety-five percent of the civilians were in occupational series 2130. One-third of the incumbents were assigned to ATC, 26 percent to MAC, and the remainder to SAC, TAC, USAFA, and JPPSO.

VI. FREIGHT PROCESSORS (GRP180, N=35). The tasks common to this group of primarily AFLC personnel were similar to those performed in the previously mentioned Traffic Management groups, except that Freight Processors did not perform personal property or passenger processing tasks. Instead, members dealt primarily with shipment processing, performing tasks such as:

Analyze shipment processing problems  
Evaluate shipment processing  
Analyze weight and cube utilization data  
Evaluate cargo backlogs  
Advise organizations on planning or movement of shipments  
Coordinate with higher headquarters, carriers, or customers on deviations in shipping schedules  
Coordinate with other services on shipment of Air Force property  
Evaluate shipment uploading or downloading

Group members supervised an average of seven subordinates and supervisory span of control averaged 87. Within the cluster, two job types were identified.

A. Freight Monitors (GRP207, N=18). This group was comprised equally of civilians and military officers, who devoted more time to management tasks than shipment processing tasks. Members spent over 73 percent of their time on tasks related to command and management, manpower and personnel, evaluating and inspecting, resource management, and general transportation functions. Members spent slightly more than 13 percent of their time on shipment processing. These survey respondents performed two tasks not commonly seen in other job groups:

Coordinate with other services on shipment of AF property  
Monitor labor situations, such as strikes or slowdowns  
for transportation implications

Among civilian members, four occupational series were represented: 2130 (44 percent), 2101 and 2150 (22 percent each), and 2032 (12 percent). Sixty-one percent of the incumbents were assigned to AFLC with the remainder in several other commands and agencies (e.g., MTMC, DLA, SAC, ATC, and ESC). Fifty percent were assigned to wing or subordinate-level organizations, while the other 50 percent were assigned at the numbered Air Force level and higher. Members averaged just over 15 years in the career field.

B. Airfreight Processors (GRP267, N=15). Where the Freight Monitors (GRP207) spent only 13 percent of their time on more technical tasks, members of this group devoted over 38 percent of their time on tasks dealing with shipment processing, airlift management, mobility, and planning. Tasks representative of the work done by group members included:

Review MICAP reports  
Evaluate cargo backlogs  
Evaluate shipment processing  
Analyze airlift reports  
Analyze validated airlift requirements  
Determine cargo diversions  
Evaluate shipment uploading or downloading  
Advise users of airlift capability  
Review aircraft utilization logs or listings  
Coordinate with transportation controllers on  
MICAP deviations  
Request airlift rescheduling, expansion, augmentation,  
or cancellation  
Evaluate hazardous cargo waivers or deviations  
Evaluate shipments for hazardous cargo compatibility

Eighty percent of the incumbents were civilians in grades GS-11 through GM-13, primarily in occupational series 2150 and 2101. Eighty-seven percent were assigned to AFLC and 80 percent were found in wing-level or subordinate units. Members were more experienced than respondents in the other freight processor group (GRP207), averaging over 20 years in the transportation field.

VII. MOBILITY MANAGERS (GRP132, N=43). The incumbents in this job cluster, most of whom were military (95 percent), spent an average of 16 percent of their time performing mobility and planning-related tasks. These tasks included:

- Direct mobility work centers during exercises or deployments
- Develop corrective actions to exercise or deployment discrepancies
- Develop or revise mobility policies or guidance
- Coordinate with participating units on exercise or contingency plans or requirements
- Participate in deployment, re-deployment, or exercise planning meetings
- Assign personnel to mobility positions
- Analyze exercise or deployment after action reports
- Analyze CONPLANS, OPLANS, or OPORDs for feasibility
- Draft or write inputs to exercise or deployment after action reports
- Determine vehicle or equipment requirements for exercises or deployments

While members of this cluster spent a large percentage of time on mobility and planning tasks, they spent the majority of their time on general management and administration tasks common to many transporters. These tasks included reviewing and preparing correspondence, conducting and reviewing results of unit inspections, counseling subordinates and writing performance appraisals, and attending or presenting briefings. This cluster contained an unusually large percentage of female transporters. Females comprised 16.5 percent of the military transporters surveyed, but accounted for 42 percent of the Mobility Managers. Direct supervision accounted for less job time for these respondents than in many job groups. Mobility Managers directly supervised an average of three subordinates and reported a mean span of control of 47 people.

The following job groups were found in the Mobility Managers cluster.

A. Junior Mobility Monitors (GRP249, N=6). Although a part of the Mobility Managers cluster, members of this very small job type group devoted only six percent of their time to mobility tasks. Instead, incumbents spent most of their time on command, management, and administration tasks. There were no mobility tasks performed by group members that served to differentiate them from other mobility groups. Rather, junior mobility monitors did not perform some mobility tasks which were common to other mobility groups, such as writing exercise after action reports, writing inputs to exercise or deployment plans, OPORDs or annexes, or developing exercise checklists. They also spent 12 percent of their time inspecting and evaluating unit activities. The members were junior in grade; two-thirds were lieutenants. Group members were assigned at the squadron level and were assigned to tactical air forces units (PACAF, TAC, USAFE, 50 percent), MAC (33 percent), and AFRES (17 percent).

B. Vehicle Contract Monitors (GRP269, N=6). The members of this very small group performed a unique combination of duties and tasks. These military transporters spent 14 percent of their time on tasks related to mobility, almost 19 percent on vehicle operations and maintenance, and eight percent on contracting. Tasks representative of the work of group members included:

- Evaluate contractor's compliance with terms of contracts
- Review letters of vehicle abuse or misuse
- Track status or progress of vehicle maintenance
- Analyze vehicle maintenance records or reports
- Annotate contract monitoring and surveillance reports
- Coordinate with contractors on exercise or deployment support requirements
- Coordinate with NCOs on vehicle requirements, maintenance, or procedures
- Evaluate efficiency of transportation systems such as base taxis or shuttle buses
- Complete Contractor Discrepancy Reports (CDR)
- Draft or write inputs to statements of work (SOW)
- Develop contract vehicle surveillance programs
- Direct mobility work centers during exercises or deployments
- Determine vehicle or equipment requirements for exercises or deployments
- Brief contractors on their responsibilities

Eighty-three percent of the vehicle contract monitors were assigned to ATC supply squadrons, technical training groups, and flying training wings. Two-thirds of the members were lieutenants.

C. Mobility Specialists (GRP203, N=22). This group devoted more time to mobility (over 21 percent) than the members of the other two job groups in the Mobility Manager cluster. These Mobility Specialists performed a wide variety of tasks not common to the other mobility groups, such as:

- Participate in deployment, re-deployment, or exercise planning meetings
- Draft or write inputs to exercise or deployment after action reports
- Draft or write exercise or deployment checklists
- Provide transportation status briefings or updates during exercises or deployments
- Draft or write inputs to exercise or deployment plans
- Participate in planning phase meetings
- Determine personnel requirements for exercises or deployment
- Resolve conflicting taskings identified in plans

While devoting much time to mobility, members also performed tasks characteristic of supervisors and managers, including reviewing and preparing correspondence, performing unit inspections, writing and indorsing APRs, and counseling subordinates.

Mobility Specialists were assigned to a variety of major commands, primarily at the squadron level. SAC and MAC personnel each comprised 27 percent of the group, followed by USAFE (14 percent) and ATC (nine percent). Seventy-three percent of group members were lieutenants. One job satisfaction index for this group was relatively low. Only 64 percent felt that their job utilized their technical training fairly well or better, a percentage much lower than in most other job groups.

VIII. VEHICLE MAINTENANCE PERSONNEL (GRP128, N=61). Vehicle maintenance tasks accounted for 30 percent of members' time, easily differentiating this group from all others. Vehicle maintenance tasks were not commonly performed in the transportation career field. Vehicle Maintenance Personnel performed the complete range of these uncommon tasks, including:

- Determine causes of vehicle out of commission rate
- Track status or progress of vehicle maintenance
- Coordinate with parts supply personnel on matters such as price, parts delays, or availability
- Certify limited technical inspection reports
- Approve or disapprove vehicle cannibalizations
- Analyze vehicle maintenance records or reports
- Review vehicle work orders
- Approve or disapprove lists of personnel authorized to receive parts
- Approve or disapprove vehicle warranty recovery actions
- Approve or disapprove vehicle modification proposals
- Review deferred maintenance listings
- Certify final or estimated repair billing on accident or abuse cases
- Determine tool or maintenance equipment requirements
- Evaluate requests for depot-level maintenance
- Develop corrective actions for recurring vehicle maintenance problems
- Develop vehicle priority maintenance listings

The Vehicle Maintenance Personnel job group was comprised of both military (66 percent) and civilians (34 percent). All military members were in DAFSC 605X and were lieutenants or captains. The civilians were in occupational series 1601, 1670, and 5801. (This group was the only one in which civilians in occupational series 1601 and 5801 were identified.) The civilians were in grades WG-11 through WG-14. Over 80 percent of the Vehicle Maintenance Personnel were assigned to one of four MAJCOMs: SAC (26 percent), TAC (25 percent), MAC (18 percent), and USAFE (13 percent). Ninety-three percent were assigned to wing-level or subordinate units.

Members typically supervised between four and five subordinates. Supervisory span of control was 59 people.

IX. PASSENGER SERVICES OFFICERS (GRP099, N=26). Members of this relatively small job cluster were differentiated by the relatively large amount of time spent (20 percent) on passenger services tasks. Within the cluster, two job types were identified. Members of both job type groups performed passenger services tasks, but to significantly different degrees. All members were assigned to the Military Airlift Command, primarily to Aerial Port Squadrons and Military Airlift Support Squadrons.

A. Passenger Services Supervisors (GRP185, N=12). Passenger services supervisors spent almost 30 percent of their time performing passenger services tasks. These tasks were not commonly performed by other transporters and included:

- Evaluate passenger processing procedures
- Draft or write responses to passenger complaints
- Assist special category passengers
- Review passenger cash collection records
- Brief delayed passengers on flight status
- Advise space available passengers on routing
- Determine passenger eligibility for movement
- Evaluate passenger backlogs
- Brief passengers on travel eligibility or restrictions
- Develop customer relations programs
- Process VIP or special category passengers
- Coordinate with air terminal personnel on seat releases
- Review customer satisfaction reports
- Meet arriving or departing passengers

Passenger services supervisors also performed many command, management, and supervision-related tasks characteristic of section OICs. Ninety-two percent of this job group were military, in paygrades second lieutenant through captain. Passenger Services Supervisors reported supervising an average of four subordinates and had an average span of control of 42 people.

B. Air Terminal Managers (GRP216, N=11). This group's members spent their time on a combination of airlift management (13 percent), passenger services tasks (nine percent), mobility and planning (nine percent), and shipment processing (six percent). Therefore, while they performed some tasks in common with Passenger Services Supervisors (GRP185), Air Terminal Managers performed a broader, more varied job. Tasks representative of the job of these more senior MAC transportation officers included:

- Determine causes of aircraft delays
- Draft or write OERs
- Evaluate transportation flightline operations, such as vehicle chocking, security, or FOD
- Provide transportation guidance to Battle Staffs, Command Post Teams, or Crisis Action Teams
- Coordinate with fleet services, freight, or command post personnel on aircraft servicing requirements
- Brief or debrief duty officers, controllers, or couriers
- Evaluate passenger backlogs
- Draft or write responses to passenger complaints
- Advise space available passengers on routing

Ninety-one percent of Air Terminal Managers were military, in grades captain through lieutenant colonel. Members reported performing more supervision than the Passenger Services Supervisors. Air Terminal Managers supervised an average of seven subordinates and a mean span of control of 162.

X. PERSONAL PROPERTY EVALUATORS (GRP088, N=14). Members of this small independent job type performed personal property evaluation tasks, such as:

- Analyze trends in personal property carrier performance
- Analyze Traffic Management Workload Reporting and Productivity System (T-WRAPs) reports
- Review customer evaluations of personal property carrier performance
- Disqualify or suspend carriers or agents
- Evaluate personal property carrier services
- Review excess cost rebuttal letters or packages
- Review Carrier Evaluation Reporting System (CERS) reports
- Evaluate carrier records for compliance with Government procedures
- Inspect carrier equipment, facilities, or warehouses
- Inspect personal property shipments

This specialized job group was comprised of both military (64 percent) and civilian (36 percent) transporters. Females accounted for a disproportionate part of the group (36 percent). Almost all members were relatively junior. The military members were primarily lieutenants and captains, while the civilians were primarily GS-11s. Forty-three percent were assigned to TAC, 21 percent to MAC, 14 percent to HQ USAF, and the remainder to ATC, JPPSO, and SAC. Most members were assigned to squadron or wing-level jobs. Two job satisfaction indices were relatively low. Only 79 percent felt their jobs utilized their talents or technical training well. While these figures are not drastically low, they are lower than figures for most other job groups in the sample. Personal Property Evaluators supervised an average of four subordinates and reported a supervisory span of control of 63 people.



XI. TRANSPORTATION INSPECTOR GENERAL PERSONNEL (GRP109, N=12). All members of this small job group were military, primarily captains and majors, and assigned at the Numbered Air Force and MAJCOM levels. As the job title implies, members performed inspection and evaluation tasks related to all major functions in transportation (shipment processing, vehicle operations and maintenance, passengers, personal property, airlift, contracting, training, and mobility). Tasks which best illustrate the IG job group included:

- Conduct IG inspections
- Draft or write inputs to inspection reports
- Travel on official business out of local area
- Evaluate adequacy of unit corrective actions to inspection or staff-assistance findings
- Validate inspection findings
- Recommend corrective actions in response to inspections
- Develop inspection criteria
- Evaluate exercises or deployments
- Inspect vehicles
- Inspect cargo documentation, classification, or labeling
- Evaluate lesson plans
- Evaluate unit compliance with reusable container program
- Analyze vehicle maintenance records or reports
- Evaluate transportation flightline operations, such as vehicle chocking, security, or FOD
- Evaluate personal property shipment counseling sessions
- Evaluate unit personnel for mobility readiness, such as currency of shots or passports
- Assign functional areas to inspectors or staff-assistance personnel

Inspector General Personnel were assigned to TAC (33 percent), AFLC (25 percent), and SAC (17 percent), with the remainder in AFSC, ATC, and MAC. Inspector General Personnel spent more time TDY than respondents in any other group in the Transportation career field. When asked how many days in the past six months they had been TDY on transportation-related business, 25 percent responded between 57 and 70 days and 67 percent indicated more than 71 days!

IG Personnel supervised fewer subordinates than almost any other job group. Members supervised between one and two subordinates and reported a supervisory span of control of only two people. Correspondingly, members spent almost no time on the supervision-related tasks common to most other transporters.

XII. MANPOWER AND PERSONNEL MANAGERS (GRP258, N=6). Members of this very small, highly specialized, all military job group performed personnel management and allocation tasks. All were assigned to HQ AFMPC, HQ MAC, or HQ 22AF. Members devoted over 43 percent of their time to manpower and personnel tasks, such as:

- Coordinate with manpower or personnel agencies on authorizations or requirements
- Coordinate with personnel agencies on personnel assignments
- Allocate personnel resources
- Establish manning priorities
- Evaluate personnel selected for assignments
- Select personnel for positions
- Recommend termination or reassignment of personnel
- Review personnel action requests
- Nominate personnel for special assignments

While group members ranged in grade from second lieutenant through major, one-half were captains.

XIII. TRAINING MANAGERS (GRP232, N=5). The members of this very small group performed transportation training managements tasks. Forty percent were lieutenants, 40 percent majors, and 20 percent GM-15. Members spent over 20 percent of their time on training management and 15 percent on inspection-related tasks which included:

- Conduct unit self-inspections
- Evaluate student critiques
- Review unit responses to inspection reports or staff-assistance findings
- Recommend corrective actions in response to inspections
- Evaluate adequacy of unit corrective actions to inspection or staff-assistance findings
- Counsel trainees on training progress
- Approve or disapprove lesson plans
- Review course control documents, such as course charts or POIs
- Approve or disapprove inputs to course training standards (CTS) or Specialty Training Standards (STS)
- Approve or disapprove course control documents, such as course charts or POIs
- Chair or participate in disciplinary or administrative boards
- Perform course reviews
- Evaluate lesson plans
- Draft or write test items

Members were assigned to ATC (40 percent), AFLC, MAC, and SAC (20 percent each). Group members were assigned to wing-level or subordinate units. Members reported an average of 15 subordinates and an average supervisory span of control of 106 people.

XIV. TRANSPORTATION STAFF ASSISTANCE PERSONNEL (GRP052, N=21). The members of this independent job type performed tasks related to the staff-assistance function in transportation. Members devoted over 25 percent of their time to inspecting and evaluating, a percentage higher than that of the Transportation IG group (GRP109). While there was some overlap, many of the tasks performed by Staff-Assistance Personnel were different inspecting and evaluating tasks than those performed by members of the Transportation IG Personnel group. Tasks representative of the staff-assistance group included:

- Approve or disapprove inspection checklists
- Conduct staff-assistance visits
- Approve or disapprove inputs to inspection or staff-assistance reports
- Review unit responses to inspection reports or staff-assistance findings
- Validate inspection findings
- Draft or write staff-assistance after action reports
- Schedule inspections or staff-assistance visits
- Assign functional areas to inspectors or staff-assistance personnel

Staff-assistance personnel were identified in almost all MAJCOMs and agencies surveyed. The largest percentages were assigned to MAC (29 percent), USAFE (14 percent), AFLC, AFSC, and TAC (10 percent each). Over 85 percent were assigned at the MAJCOM or numbered Air Force organizational level. Sixty-two percent of the group were military, in grades second lieutenant through colonel. The civilians, comprising the remaining 38 percent, were primarily in grades GS-12 and GM-13. Supervision was moderately low with members directly supervising an average of only three subordinates and having a supervisory span of control of 30.

XV. VEHICLE OPERATIONS OFFICERS II (GRP054, N=21). The members of this group performed tasks similar to those performed by the Vehicle Operations Officers I (GRP321) discussed earlier in this report. The tasks performed by Vehicle Operations Officers II were a subset of those performed by respondents in GRP321. While the respondents in the Vehicle Operations II group did an average of 149 tasks, the officers in Vehicle Operations II group averaged only 72 tasks. Members of both groups devoted large percentages of time to vehicle operations tasks and performed many supervision and management tasks. The members of Vehicle Operations II, however, spent much less time on mobility and planning functions, and reviewing and recommending changes to regulations and directives.

All members of the Vehicle Operations II group were military, in the grades of lieutenant or captain, and all had DAFSC of 605X. The MAJCOM representation was unusual because of the large percentage of personnel assigned to TAC. While TAC transporters made up 11 percent of all military respondents, 38 percent of the members of Vehicle Operations II were assigned to TAC. This fact, when viewed in light of the over-representation

of SAC and underrepresentation of MAC in the other vehicle operations job group (GRP321), implies that there are differences in the vehicle operations officer jobs in SAC, TAC, and MAC.

XVI. AIRLIFT MANAGEMENT OFFICERS (GRP044, N=28). Evaluating airlift capability and advising users of airlift capabilities were at the core of the group members' jobs. These respondents devoted over one-third of their time on tasks related to airlift management and shipment processing tasks. Tasks representative of the Airlift Management cluster included:

- Advise users of airlift capability
- Analyze validated airlift requirements
- Analyze airlift reports
- Evaluate airlift capability
- Evaluate cargo backlogs
- Request airlift rescheduling, expansion, augmentation, or cancellation
- Evaluate airlift requests
- Evaluate airlift forecast submissions
- Consolidate validated airlift requirements
- Compute costs of airlift

There were three small job types identified within the Airlift Management cluster. The MAJCOM distribution for each of the three job groups was different.

A. Validated Airlift Personnel (GRP114, N=8). The tasks to which members devoted much of their time dealt with validated airlift requirements:

- Analyze validated airlift requirements
- Approve or disapprove validated airlift requirements
- Consolidate validated airlift requirements

Members performed several other airlift-related tasks not common to other airlift-related job groups:

- Prioritize airlift requests
- Evaluate airlift requests
- Approve or disapprove Special Assignment Airlift Mission (SAAM) request forms (DD Form 1249)
- Consolidate airlift requests
- Prepare SAAM request forms (DD Form 1249)
- Develop airlift or sealift forecast requirements
- Consolidate airlift forecast submissions

Incumbents were assigned to a variety of MAJCOMs and organizations: SAC and AFSC (25 percent each) and AFRES, ESC, EUCOM, and TAC (12 percent each), but none were assigned to MAC. All members were military, ranging in grade from second lieutenant to major. In addition, all were assigned at the Numbered Air Force level or higher. Supervision indices were low. Members directly supervised an average of one subordinate and had a span of control of only seven.

B. Airlift Movements Monitors (GRP122, N=13). The majority of members in this group (61 percent) were assigned to one of the Military Airlift Command's Numbered Air Forces. The remainder were at the air division or MAJCOM level in MAC, or assigned to HQ AFLC or HQ PACAF. Group members performed tasks related to cargo monitoring and airlift management such as:

- Evaluate cargo backlogs
- Review flight arrival or departure messages, such as TR-1 or AM-9
- Determine causes of aircraft delays
- Evaluate transportation delay reports
- Determine operational or economic feasibility of transportation channels
- Evaluate hazardous cargo waivers or deviations

All but one member were military, ranging from second lieutenant to colonel. Unlike the Validated Airlift Personnel (GRP114), members of this group supervised many subordinates. They directly supervised between two and three subordinates and reported a mean span of control of 88 people.

C. Airlift Clearance Authority Personnel (GRP150, N=5). All members in this small job group were assigned to USAFE. All were military, either first lieutenants or captains. Members devoted over 26 percent of their time to performing shipment processing tasks, such as:

- Trace cargo shipments
- Evaluate cargo backlogs
- Track status of intransit shipments
- Inspect cargo documentation, classification, or labeling
- Advise organizations on planning or movement of shipments
- Notify other stations of hazardous cargo shipments
- Advise other stations on explosive storage availability
- Approve or disapprove shipment modes
- Coordinate with higher headquarters, carriers, or customers on deviations in shipping schedules
- Coordinate with other services on shipment of Air Force property
- Determine cargo diversions

Forty percent of incumbents were assigned to operating locations, 40 percent at the MAJCOM level, and 20 percent at wing level. Members did not report much supervision. Group members directly supervised only two subordinates and their supervisory span of control averaged four people.

XVII. MOBILITY OFFICERS (GRP078, N=12). The tasks performed by respondents in this second mobility-related group were similar to those performed by a group previously identified--Mobility Managers (GRP132). The Mobility Managers spent 16 percent of their time on mobility and planning tasks, while Mobility Officers devoted almost half their time (46 percent) on these tasks. Mobility Managers (GRP 132) also performed a wide range of transportation-related supervision, management, and administration tasks. Mobility Officers spent much less time on these tasks. Tasks performed by Mobility Officers that were not in common with the previously identified Mobility Managers (GRP132) were:

- Draft or write inputs to CONPLANS, OPLANs, or OPORDs
- Recommend changes to CONPLANS, OPLANs, or OPORDs
- Review own CONPLANS, OPLANs, or OPORDs
- Resolve conflicting taskings identified in plans
- Determine personnel requirements for exercises or deployments
- Review higher headquarters CONPLANS, OPLANs, or OPORDs
- Schedule personnel for exercises or deployments
- Evaluate unit personnel for mobility readiness, such as currency of shots or passports
- Inspect mobility kits or bags
- Coordinate with higher headquarters on exercise or contingency plans or requirements

The MAJCOM distribution of this job group differed somewhat from the distribution in the Mobility Managers group (GRP132). One-half of Mobility Officers were assigned to MAC, 25 percent to SAC, 17 percent to USAFE, and eight percent to ATC. (Among Mobility Managers, the largest percentage, 26 percent, were assigned to ATC and only 21 percent were assigned to MAC.)

As in the other mobility job group, members of the Mobility Officer group were relatively junior, with all incumbents in grades second lieutenant to captain. Females comprised 33 percent of the group, and 92 percent of the members were assigned at the squadron level. Supervision was moderate with incumbents directly supervising three subordinates while the supervisory span of control was 37 people.

XVIII. PLANS PERSONNEL (GRP077, N=69). Over 98 percent of the members of this large cluster were assigned at the air division level or higher where they were differentiated by the time they spent on planning tasks. Members spent over 34 percent of their time on planning and mobility tasks, such as:

- Analyze CONPLANS, OPLANS, or OPORDs for feasibility
- Recommend changes to CONPLANS, OPLANS, or OPORDs
- Draft or write inputs to CONPLANS, OPLANS, or OPORDs
- Review own COMPLANs, OPORDs, OR OPLANs
- Analyze Time Phase Force Deployment Listings (TPFDL)
- Review higher headquarters' CONPLANS, OPLANS, or OPORDs
- Draft or write inputs to exercise or deployment plans
- Review subordinate unit CONPLANS, OPLANS, or OPORDs
- Coordinate with other services or foreign nations on exercise or contingency requirements
- Coordinate with Transportation Operating Agencies (TOA) on movement forecast requirements
- Develop wartime manpower requirements
- Coordinate with participating units on exercise or contingency plans or requirements
- Resolve conflicting taskings identified in plans

Members of this group were relatively senior in terms of grade and time in the transportation field. Eighty-seven percent of the group members were military, among whom majors and captains predominated (64 percent). Over 62 percent of the military planners were in AFSC 601X; 38 percent were in AFSC 605X. The civilians were in series 2130 and 2150, with grades GS-12 and GM-13. Group members (civilian and military) averaged over 14 years in the transportation field. Almost all MAJCOMs and agencies were represented in the group, with the largest percentage in MAC (16 percent), USAFE (15 percent), and TAC (nine percent). As might be expected of staff-level transporters, supervision was low. Members averaged only one direct subordinate and the mean supervisory span of control was two people.

XIX. CONTRACT MONITORS (GRP092, N=18). This group was comprised primarily of civilian transporters in occupational series 2130 (83 percent), performing contract monitoring and related tasks. These tasks were not done by members of other transportation job groups. Within the cluster, two contract-related job type groups were identified, each performing very different contracting tasks.

A. Requirements Forecasting and Contract Development Personnel (GRP152, N=8). The members of this very specialized group performed an unusual combination of transportation systems development, contract monitoring, and requirements forecasting tasks. Members spent over 21 percent of their time performing contracting tasks, such as:

- Draft or write inputs to Statements of Work (SOWs)
- Evaluate SOWs
- Draft or write inputs to Contract Data Requirements Lists (CDRLs)
- Edit or proofread contracts for format or accuracy
- Review contracts for transportation implications
- Review delivery orders

- Evaluate requests for purchase
- Evaluate waiver or deviation requests from contractors
- Evaluate supplemental agreements
- Draft or write Memoranda of Agreement (MOA)
- Develop contract standards

These tasks were supplemented by many technical, transportation systems development, and requirements forecasting tasks, such as:

- Identify transportability requirements for new systems
- Review systems specifications
- Review PMDs or PMPs
- Advise organizations on field implementation of project solutions or recommendations
- Consolidate airlift forecast submissions
- Forecast long-range transportation requirements
- Determine operational or economic feasibility of transportation channels
- Evaluate airlift forecast submissions
- Develop airlift or sealift forecast requirements
- Determine requirements for new types of vehicles or equipment in support of new weapons systems

The majority of group members were assigned to AFSC (75 percent), primarily at the Aeronautical Systems Division (ASD). The remainder were assigned to HQ TUSLOG or SAC. The group members were all assigned at the air division level or higher. Sixty-two percent were civilians and were in occupational series 2130. Civilians were in grades GS-11 and GS-12 and military members ranged from lieutenant to major.

B. Air Force Plant Representative Office (AFPRO) Personnel (GRP196, N=10). This all-civilian group performed an uncommon mixture of contract monitoring and transportation advisory tasks. Unlike the previously described Requirements Forecasting and Contract Development Personnel Group (GRP150), AFPROs did not perform contract development tasks, such as drafting SOWs, CDRLs, MOAs, or supplemental agreements. Rather, AFPROs monitored existing contracts, performing tasks such as:

- Review contracts for transportation implications
- Review delivery orders
- Brief contractors on their responsibilities
- Evaluate contractors compliance with terms of contracts
- Evaluate contractor qualifications

Members also performed a limited variety of transportation tasks related to shipment processing, vehicle operations, passenger services, and vehicle maintenance. Members performed as if they were a mini-transportation division, advising the host plant on Air Force transportation procedures. These tasks included:



- Approve or disapprove shipment modes
- Advise organizations on vehicle operations programs
- Analyze shipment processing problems
- Certify detention or demurrage charges
- Issue US Government Driver's Licences (SF Form 46)
- Compute transportation cost or time estimates
- Make passenger reservations
- Advise organizations on planning or movement of shipments

Eighty percent of the AFPRO job group members were assigned to AFSC. All incumbents were in occupational series 2130 and grades ranged from GS-11 to GS-12.

XX. TRANSPORTATION SYSTEMS DEVELOPMENT OFFICERS (GRP048, N=108). This large cluster, accounting for over 11 percent of the survey sample, was composed of eight loosely related job type groups. Over 94 percent of the cluster members were assigned at the air division level or higher. Members performed many general administration, management, and transportation systems development tasks. Twenty-five percent of incumbents were assigned to AFLC, 24 percent to MAC, and the remainder to a variety of organizations and commands (HQ USAF, MTMC, AFLMC, AFSDSC, AFSC, SAC, USAFE, JPPSO/CPPSO, AFRES, JCS, JDA, NATO, NORAD, and OSD/OSAF). Fifty-six percent of group members were military, ranging in grade from second lieutenant to colonel, with 31 percent in grades captain or major. Forty-four percent were civilians, primarily in grade GS-12. Almost all civilian occupational series included in this survey were represented, with the largest percentage of respondents in series 2130 (22 percent) and 2032 (11 percent). For cluster members, supervision was minimal. Respondents directly supervised between one and two subordinates and reported a supervisory span of control of only seven people.

A. Packaging Specialists (GRP135, N=9). This small group was very specialized and the only group identified in the sample that spent a sizable percentage of time on packaging tasks. Incumbents spent almost 20 percent of their time on packaging tasks, including the following:

- Recommend changes to packaging designs
- Develop packaging test plans
- Develop reusable container programs
- Determine need of packaging service testing
- Design, redesign, or refine packaging
- Evaluate unit compliance with reusable container program
- Draft or write policies or procedures for reclamation and reuse of packaging materials
- Conduct tests of packaging

All packaging specialists were civilians in occupational series 2032 and held grades GS-12 or GS-13. Over 77 percent of the group members were assigned to AFLC and the remainder were assigned to AFSC. Not one packaging specialist reported having subordinates.

B. General Administrative Action Officers (GRP069, N=15). This was an unusual job group in that members reported spending nearly 65 percent of their time performing general administrative and correspondence-related tasks. These tasks were common to virtually all transporters, but only the members of this group reported spending such large percentages of time performing them. The core tasks included:

- Draft or write general correspondence
- Review incoming messages or correspondence
- Review inputs to regulations, manuals, or directives
- Review regulations or directives
- Draft or write inputs to regulations, manuals, or supplements
- Recommend changes to regulations, manuals, or directives
- Proofread or edit correspondence
- Travel on official business out of local area
- Prepare briefings
- Brief transportation matters at staff meetings or stand-up meetings

Eighty percent of group members were military, with 53 percent in grades captain or major. Forty percent were assigned to MAC, 20 percent to AFLC, and 13 percent to HQ USAF. Members averaged less than one subordinate, but their span of control was 11 people.

C. Staff Section Supervisors (GRP130, N=13). A large percentage of time spent on management and supervision tasks in conjunction with some systems development tasks differentiated this group. Incumbents spent over 30 percent of their time on command, management, manpower and personnel, and resource management related tasks. Common group tasks included:

- Proofread or edit correspondence
- Review incoming messages or correspondence
- Interpret policies or directives for subordinates
- Assign office of primary responsibility (OPR) or suspenses to action items
- Draft or write civilian performance appraisals
- Draft or write civilian work plans, job elements, or job standards
- Draft or write OERs
- Schedule TDYs or leaves
- Approve or disapprove TDY requests

- Certify civilian timecards
- Allocate personnel resources
- Analyze automated data inputs or outputs

Eighty-five percent of the Staff Section supervisors were military, with 39 percent in the grades of lieutenant colonel or colonel. Several MAJCOMS and agencies were represented: MAC (31 percent), HQ USAF and AFLC (23 percent each), MTMC (15 percent), and SAC (eight percent). Most members (85 percent) were assigned at the air-division level or higher. Unlike other job groups in the cluster, members of this group reported moderate levels of supervision. Incumbents supervised between four and five subordinates and had a span of control of 26 people.

D. Transportation Systems Analysts (GRP272, N=8). Members of this job group performed many transportation systems analysis tasks. Common tasks that differentiated members included:

- Draft or write reports of analyses
- Draft or write preliminary analysis reports
- Conduct cost-benefit analyses
- Review reports of analyses
- Draft or write project plans
- Perform transportation cost-effectiveness studies
- Conduct proposal feasibility studies
- Evaluate field implementation of project solutions or recommendations
- Evaluate research proposals
- Evaluate requests to conduct studies or analyses

Seventy-five percent of the members of this small group were military, in grades captain to lieutenant colonel. Of the military members, 83 percent carried a "Y" (Analytical Studies Officer) prefix. Seventy-five percent of the group were assigned to the AF Logistics Management Center (AFLMC); the remainder were assigned to HQ AFLC and HQ MAC.

E. Data Automation Project Monitors (GRP396, N=5). Data automation-related tasks differentiated survey respondents in this small group. Sixty percent of the members were assigned to MAC (HQ MAC, HQ 21AF or HQ 22AF) and 40 percent to the AF Data Systems Design Center (AFDSDC). Group members included two second lieutenants and three GS-12s (in occupational series 0301, 2130, and 2150). The tasks performed by members were a combination of data automation program development and monitoring tasks including:

- Advise organizations on field implementation of project solutions or recommendations
- Draft or write ADP program specifications
- Field test project proposals

- Review test and evaluation master plans
- Field test ADP systems or programs
- Review test program outlines
- Identify transportability requirements for new systems
- Design ADP output products
- Draft or write Data Automation Requirements (DAR)
- Draft or write ADP systems manuals
- Draft or write test program outlines
- Draft or write test and evaluation master plans
- Review Technical Requirements Documents (TRDs)

Incumbents reported no supervision of subordinates.

F. Data Automation Developers (GRP268, N=10). Survey respondents in this group spent a large percentage of time on data automation-related tasks, but did not perform the systems testing and program monitoring tasks done by personnel in the previous group (Data Automation Project Monitors, GRP396).

Sixty percent of this group's members were civilians, primarily in grade GS-12 and occupational series 2130. The military members were mostly captains; three of the four military personnel carried the "C" (data automation) prefix. Members were assigned to one of four MAJCOMs or agencies: AFSDDC, AFLC, and MAC (30 percent each) and MTMC (10 percent). Tasks representative of the work done by group members included:

- Draft or write Data Automation Requirements (DAR)
- Design ADP output products
- Draft or write Projected Automation Requirements (PAR)
- Review systems specifications
- Evaluate adequacy of automated systems
- Draft or write ADP systems manuals
- Analyze automated data inputs or outputs

Group members reported having no subordinates.

G. Passenger Services Division Monitors (GRP312, N=4). This was an extremely small job group, the members of which performed many unique passenger-related tasks. These four senior military transporters ranged in grade from major to colonel and they were assigned to one of three organizations: MTMC (50 percent), HQ MAC (25 percent), and HQ USAF (25 percent).

These survey respondents performed several tasks performed by almost no other Air Force transporters. The uncommon group representative tasks included:

- Draft or write inputs to transportation-related periodicals, publications, or newsletters
- Coordinate with other service representatives on passenger procedures or aircraft schedules
- Prepare responses to Congressional inquiries
- Determine cost-efficient routes or modes for passenger travel
- Coordinate with commercial carriers on new or revised passenger service requirement or channels
- Consult flight, train, or bus schedules
- Evaluate applications for travel exceptions
- Review passenger movement reports
- Negotiate special passenger travel programs, such as leave fare program or military recruit fares
- Negotiate fares, schedules, or routes with carriers
- Prepare inputs to commercial or military routing guides

These senior transporters supervised an average of three subordinates and reported a supervisory span of control of 20 individuals.

H. Staff-Level Program Specialists (GRP227, N=28). This was a diverse group composed of smaller subgroups, each performing general staff-level tasks and a core of unique transportation monitoring tasks. Most members of the large group (GRP227) performed common staff-level tasks, such as:

- Draft or write general correspondence
- Draft or write staff correspondence or papers, such as staff summary sheets, background or point papers
- Develop transportation policies or guidance
- Chair or participate in transportation-related conferences, workshops, or meetings

In addition to the general tasks, members of each subgroup performed a number of specific tasks. These tasks usually dealt with monitoring transportation activities of subordinate organizations and included such tasks as:

- Evaluate requests for exceptions to DOD-Transportation policies
- Approve or disapprove requests for transportation of acquired dependents
- Evaluate applications for travel exceptions
- Approve or disapprove deviations in passenger routes or modes
- Coordinate with program element monitors on programs

Evaluate adequacy of automated systems  
Evaluate alternate parts of departure or entry  
POVs  
Adjudicate excess cost rebuttals

Incumbents were assigned to a variety of major commands and agencies: MAC and AFLC (25 percent each), HQ USAF (14 percent), and USAFE and MTMC (7 percent each). Supervision was limited. Members supervised an average of two subordinates and had a span of control of three individuals.

XXI. TERMINAL SERVICES PERSONNEL (GRP076, N=13). Members of this all-military group were assigned to the Military Airlift Command at the squadron or wing level. Group members were relatively junior, with 77 percent in the grades of first or second lieutenant. The tasks performed were a combination of command and management, mobility, general administration, shipment processing, and airlift management. Tasks common to these relatively inexperienced transporters, averaging 36 months in the career field, included:

- Inspect unit facilities for cleanliness, safety, or security
- Participate in deployment, re-deployment, or exercise planning meetings
- Indorse APRs
- Schedule TDYs or leaves
- Determine vehicle or equipment requirements for exercises or deployments
- Determine personnel requirements for exercises or deployments
- Develop corrective actions to deployment or exercise discrepancies
- Load or unload cargo or baggage
- Conduct roll calls or standby inspections
- Brief aircrews on passenger or cargo loads
- Participate in planning phase meetings

Group members were unusual in their perception of how their job utilized their technical training. Only 69 percent felt their technical training was utilized fairly well or better. This figure is notably lower than in most other job groups identified in the career field.

Members supervised an average of five subordinates and reported a mean supervisory span of control of 68 personnel.

XXII. TRANSPORTATION INSTRUCTORS (GRP244, N=6). No other job group in the sample spent as much time on training tasks as did members of this group. All but one of the transportation instructors was military, their grades ranging from first lieutenant to lieutenant colonel. Half of group members were captains. Over 83 percent were assigned to ATC at the 3760

Technical Training Group at Sheppard AFB TX. The other instructor was assigned as the course director for Air Warfare Doctrine at the Office of the Joint Chiefs of Staff. The tasks which easily differentiated training personnel consumed over 58 percent of members' time and included:

- Draft or write inputs to classroom materials, such as workbooks, guides, or handouts
- Develop formal classroom training programs
- Conduct formal classroom training
- Draft or write lesson plans
- Draft or write test items
- Administer tests
- Counsel trainees on training progress
- Draft or write inputs to course control documents, such as course charts or POIs
- Review tests or test items
- Score tests

Transportation instructors reported virtually no supervision.

XXIII. AIR TERMINAL OPERATIONS CENTER (ATOC) PERSONNEL (GRP041, N=62). Members in this relatively large group accounted for over six percent of the sample and spent a substantial percentage of their time (over 41 percent) performing airlift management tasks. The airlift management tasks performed differed from those tasks performed in the Airlift Management cluster (GRP044). The members of the ATOC group performed tasks associated more with flightline operations and preparation of aircraft for missions, rather than the broader analysis evaluation and advisory tasks performed by Airlift Managers (GRP044). Tasks common to ATOC personnel included:

- Coordinate with fleet services, freight, or command post personnel on aircraft servicing requirements
- Review flight arrival or departure messages, such as TR-1 or AM-9
- Prioritize uploading or downloading of aircraft
- Determine passenger seats to be released or pallet positions available
- Determine causes of aircraft delays
- Brief or debrief duty officers, controllers, or couriers
- Screen aircraft load lists for passenger prohibiting cargo
- Draft or write transportation delay reports
- Evaluate aircraft configurations
- Brief aircrews on passenger or cargo loads
- Review aircraft handling forms
- Evaluate transportation flightline operations, such as vehicle chocking, security, or FOD
- Request airlift rescheduling, expansion, augmentation, or cancellation

Ninety percent of the ATOC personnel were military. Grades for military members ranged from second lieutenant to captain, with 53 percent first lieutenants. The civilian members were in grades GS-9 and GS-11 and all were in occupational series 2150. Over 96 percent were assigned to MAC, with the remainder assigned to AAC. Ninety-two percent were assigned at the wing level or subordinate units.

As in the case of the Terminal Services job group (GRP076), members of the ATOC job group reported relatively low indices of job satisfaction. Only 71 percent found their job interesting, 82 percent felt their talents were utilized and 77 percent felt their training was utilized fairly well or better. While these figures are not particularly low in comparison to officers in other utilization fields, they are noticeably lower than the indices reported by members of other transportation job groups.

ATOC personnel directly supervised between two and three subordinates and had a supervisory span of control of 48 people.

### Summary

The transportation career field is comprised of many diverse jobs ranging from vehicle operations and maintenance, traffic management, mobility, plans, and airlift management to terminal services and ATOC operations. The analysis of this diverse field yields several major findings. First, for the most part, military and civilian transporters perform similar jobs. The majority of job groups contained civilians and military members. A few jobs were held primarily by military officers (Commanders and Directors, Mobility, Plans, Airlift Management, and ATOC) or primarily by civilians (Contracting and Packaging). Second, there appeared to be some differences in job groups based on MAJCOM assignment. The two vehicle operations groups, two mobility groups, and commander groups all displayed MAJCOM distributions that differed from the MAJCOM distribution of the total sample. This implies a basic difference in these jobs between SAC, TAC, MAC, and USAFE. Third, utilization of military transporters seems good. No groups were identified in which officers were working "outside" the functions described in the AFR 36-1 specialty description. Fourth, as evidenced by the mixture of occupational series within job groups, the utilization of civilians appears less consistent than for military members. For example, civilians in series 2101, 2130, and 2150, worked side by side in the Traffic Management, Freight and Processing, Passenger Service job groups. Fifth, and finally, supervision and management begins early for transportation officers. Lieutenants in many job groups routinely supervised between two and ten subordinates directly and reported spans of control greater than 50.



## DUTY AFSC GROUP ANALYSIS

Tasks performed by respondents in the Transportation Officer (AFSC 605X) and Transportation Staff Officer (AFSC 601X) specialties were compared to determine whether differences existed as a function of AFSC. This comparison is useful in examining classification, training, and career progression issues. The data can be used to validate the present career field structure: separate entry-level and staff-level specialties. The task data for AFSC 601X can be used to review training requirements for Courses J30ZR6011 and J30AR6011; the AFSC 605X data are useful in examining Course J30BR6051.

In comparing tasks performed by members of AFSC groups, an important consideration is the range of jobs existing in the two specialties. Among Transportation Staff Officers (AFSC 601X), a relatively narrow range of jobs was identified. Over 70 percent of the AFSC 601X incumbents were in one of five job groups: Commanders and Directors I, Plans Airlift Management; Transportation Systems Development; and Headquarters Staff. Conversely, Transportation Officers (DAFSC 605X) performed a wider range of jobs. Seventy-two percent of the DAFSC 605X incumbents were members of eight job groups: Vehicle Operations; Traffic Management; Air Terminal Operations; Mobility; Plans; Airlift Management; Vehicle Maintenance; and Terminal Services.

Transportation Staff Officers were more similar in terms of tasks performed due to the narrow range of jobs. Most jobs involved command, management, supervision, and administration tasks. Transportation Officers were more varied in terms of tasks performed and were more technically oriented. The similarities and management orientation of AFSC 601X jobs meant the majority of respondents performed many supervisory and management tasks in common. In contrast, smaller percentages of AFSC 605X respondents performed tasks in common. Members of each job group in which 605Xs were prevalent performed group-specific technical tasks. For example, Vehicle Operations Officers performed vehicle fleet management tasks while ATOC Duty Officers performed airlift-related tasks.

### DAFSC 601X-Transportation Staff Officer

The tasks representative of Transportation Staff Officers were related to staff-level activities, command, management, and supervision (see Table 6). Over two-thirds of these officers performed tasks such as preparing and reviewing correspondence; briefing; attending briefings, conferences, and workshops; writing and indorsing performance reports and effectiveness reports; and reviewing and recommending changes to regulations, manuals, and directives. A considerable percentage of transportation staff officers also performed mobility and planning-related tasks.

As would be expected, AFSC 601X officers differed from AFSC 605X officers in demographic characteristics. The largest percentage of 601X respondents were majors (42 percent), followed by lieutenant colonels (29 percent) and captains (16 percent). Transportation Staff Officers averaged

almost 13 years in the utilization field and 17 years in the service. Forty-four percent were assigned to wing level or subordinate organizations, 23 percent to MAJCOM-level organizations, and 19 percent at the Air Staff-level or above. Job satisfaction indices were very high: 97 percent found their job interesting, 95 percent felt their talents well utilized, and 84 percent felt their job utilized their training fairly well or better.

In comparing the tasks performed by DAFSC 601X transporters with the AFR 36-1, survey data show the specialty description adequately and completely describes the duties and responsibilities of these officers.

#### DAFSC 605X-Transportation Officer

Because of the diversity of jobs performed by AFSC 605X officers, few tasks were performed by more than two-thirds of these respondents (see Table 7). In addition to management, supervision, and administration tasks, 605X officers performed technical tasks that varied as a function of their job. These diverse technical tasks included the following:

- Coordinate with fleet services, freight, or command post personnel on aircraft servicing requirements
- Determine causes of aircraft delays
- Review flight arrival or departure messages, such as TR-1 or AM-9
- Evaluate shipment uploading or downloading
- Evaluate aircraft configurations
- Review letters of vehicle abuse or misuse
- Coordinate with vehicle control officers (VCO) on vehicle requirements, maintenance, or procedures
- Inspect cargo documentation, classification, or labeling
- Analyze vehicle accident or incident trends
- Inspect vehicles
- Assist special category passengers
- Evaluate passenger backlogs
- Analyze T-WRAPS reports
- Inspect carrier equipment facilities at warehouses

Table 8 lists the tasks which best differentiate the two specialties. Transportation Staff Officers averaged performing 133 tasks, while Transportation Officers performed an average of 100 tasks.

The largest percentage of DAFSC 605X officers were first lieutenants (42 percent). Captains (22 percent) and second lieutenants (28 percent) were also numerous. Seventy-seven percent of the 605X respondents were assigned to wing-level or subordinate units, a much higher percentage than seen in the field grade specialty. Although job satisfaction indices were high for 605X officers, they were not as high as those of Staff Officers. Over 85 percent found their job interesting, 87 percent felt their talents well utilized and 76 percent felt their job utilized their training well.

As was the case with the senior specialty, the AFR 36-1 specialty description for DAFSC 605X adequately and completely described the duties and responsibilities of the specialty.

#### Summary

Differences existed in the tasks performed by AFSC 601X and 605X incumbents. The Transportation Staff Officer specialty was much more easily defined. 601X incumbents performed a narrower range of command and management-related tasks. There was a relatively large core of commonly performed command, administration, management, and supervision tasks. The Transportation Officer specialty was more diverse, with a wider variety of tasks performed. Consequently, a large core of common tasks, as seen in DAFSC 601X, did not exist for the junior specialty. Transportation Officers performed a smaller core of common management and administration tasks, plus technical tasks that varied as a function of jobs held.

TABLE 6

## TASKS REPRESENTATIVE OF AFSC 601X OFFICERS

TASK STATEMENT	PERCENT PERFORMING
	601X (N=305)
REVIEW INCOMING MESSAGES OR CORRESPONDENCE	85
ADVISE ORGANIZATIONS ON TRANSPORTATION PROGRAMS OR SERVICES	82
TRAVEL ON OFFICIAL BUSINESS OUT OF LOCAL AREA	80
BRIEF TRANSPORTATION MATTERS AT STAFF MEETINGS OR STAND-UP MEETINGS	79
REVIEW REGULATIONS OR DIRECTIVES	79
PREPARE BRIEFINGS	78
PROOFREAD OR EDIT CORRESPONDENCE	77
ATTEND BRIEFINGS AS BACK-UP OR TRANSPORTATION EXPERT	77
DRAFT OR WRITE GENERAL CORRESPONDENCE	77
DRAFT OR WRITE STAFF CORRESPONDENCE OR PAPERS, SUCH AS STAFF SUMMARY SHEETS, BACKGROUND OR POINT PAPERS	77
CHAIR OR PARTICIPATE IN TRANSPORTATION-RELATED CONFERENCES, WORKSHOPS, OR MEETINGS	77
REVIEW INPUTS TO REGULATIONS, MANUALS, AND DIRECTIVES	74
APPROVE OR DISAPPROVE LEAVE REQUESTS	74
DRAFT OR WRITE OFFICER EFFECTIVENESS REPORTS (OER)	69
COUNSEL MILITARY PERSONNEL ON PERSONAL, MILITARY OR JOB-RELATED MATTERS	68
REVIEW RECURRING INSPECTION PUBLICATIONS, SUCH AS TIG BRIEF OR CROSS TALK INFORMATION	68

TABLE 7

## TASKS REPRESENTATIVE OF AFSC 605X OFFICERS

TASK STATEMENT	PERCENT PERFORMING
	605X (N=440)
REVIEW INCOMING MESSAGES OR CORRESPONDENCE	70
COUNSEL MILITARY PERSONNEL ON PERSONAL, MILITARY-, OR JOB-RELATED MATTERS	68
APPROVE OR DISAPPROVE LEAVE REQUESTS	67
DRAFT OR WRITE APRs	65
INDORSE APRs	63
REVIEW RECURRING INSPECTION PUBLICATIONS, SUCH AS TIG BRIEF OR CROSS TALK INFORMATION	63
ADVISE ORGANIZATIONS ON TRANSPORTATION PROGRAMS OR SERVICES	62
REVIEW RESULTS OF PREVIOUS IG INSPECTIONS OR STAFF-ASSISTANCE VISITS	62
REVIEW REGULATIONS OR DIRECTIVES	61

TABLE 8

PERSONNEL TASKS WHICH BEST DIFFERENTIATE BETWEEN  
DAFSC 601X AND 605X

TASK STATEMENT	PERCENT PERFORMING		
	DAFSC 601X (N=305)	DAFSC 605X (N=440)	DIFF (%)
DRAFT OR WRITE OERs	69	16	53
TRAVEL ON OFFICIAL BUSINESS OUT OF LOCAL AREA	80	41	39
DRAFT OR WRITE RESPONSES TO INQUIRIES FROM GOVERNMENTAL AGENCIES, SUCH AS GAO OR AF AUDIT AGENCY	54	17	37
APPROVE OR DISAPPROVE TDY REQUESTS	52	15	37
EVALUATE PERSONNEL SELECTED FOR ASSIGNMENT	55	21	34
CHAIR OR PARTICIPATE IN TRANSPORTATION-RELATED CONFERENCES, WORKSHOPS, OR MEETINGS	77	43	34
COORDINATE WITH PERSONNEL AGENCIES ON PERSONNEL ASSIGNMENTS	55	22	33
REVIEW INPUTS TO REGULATIONS, MANUALS, OR DIRECTIVES	75	42	33
PROVIDE TRANSPORTATION GUIDANCE TO BATTLE STAFFS, COMMAND POST TEAMS, OR CRISIS ACTION TEAMS	56	23	33
DRAFT OR WRITE STAFF CORRESPONDENCE OR PAPERS, SUCH AS STAFF SUMMARY SHEETS, BACKGROUND OR POINT PAPERS	77	45	32
ASSIGN OFFICE OF PRIMARY RESPONSIBILITY (OPR) OR SUSPENSES TO ACTION ITEMS	53	22	31
DEVELOP TRANSPORTATION POLICIES OR GUIDANCE	58	30	28
DRAFT OR WRITE REPORTS REQUIRED BY ADDITIONAL DUTIES	34	54	-20
ACCEPT OR RECEIPT FOR GOVERNMENT VEHICLES	4	21	-17
INSPECT UNIT FACILITIES FOR CLEANLINESS, SAFETY, OR SECURITY	46	59	-13
BRIEF AIRCREWS ON PASSENGER OR CARGO LOADS	3	15	-12
SCREEN AIRCRAFT LOAD LISTS FOR PASSENGER PROHIBITING CARGO	3	13	-10
DRAFT OR WRITE TRANSPORTATION DELAY REPORTS	5	15	-10
BRIEF OR DEBRIEF DUTY OFFICER, CONTROLLERS, OR COURIERS	11	20	-9
DETERMINE PASSENGER SEATS TO BE RELEASED OR PALLET POSITIONS AVAILABLE	6	15	-9

## PAYGRADE ANALYSIS

The tasks performed by Transportation Officers in the six officer grades were compared to see what differences existed. This comparison has two main purposes. First, it is useful in determining the tasks commonly performed by lieutenants, aiding a review of technical training. Second, the change in tasks and jobs as grade increases is of interest to utilization field monitors and personnel managers in examining career progression in the Transportation utilization field.

### Lieutenants

The jobs and associated tasks performed by first and second lieutenants were very similar. For the purposes of this analysis, they were merged into one group. As shown in Table 9, lieutenants, as a group, performed many first-line supervision, management, correspondence preparation and review, briefing, and inspecting tasks. Additionally, lieutenants performed many technically-oriented tasks that varied as a function of job. As Table 11 illustrates, lieutenants performed a wide variety of jobs, each with an associated set of technical transportation tasks.

Because lieutenants' jobs were so diverse, it may be difficult to isolate technical tasks suitable for resident training. The tasks common to most lieutenants were general management and supervision tasks, not usually considered the focus of technical training. For that reason, examining the task descriptions of the job groups common to lieutenants may prove more beneficial in validating or modifying technical training than reviewing tasks performed by large percentages of lieutenants.

### Captains

In this career field, captains were a transition group in terms of tasks and jobs performed. They performed many of the same tasks as lieutenants (supervision, management, oral and written communication, and inspection), but also performed tasks not typical of lieutenants but common to senior transportation officers. These tasks were command and staff-related and included the following:

- Draft or write staff correspondence or papers, such as  
    staff summary sheets, background or point papers
- Travel on official business out of local area
- Review inputs to regulations, manuals or directives
- Draft or write inputs to regulations, manuals, or supplements
- Recommend changes to regulations, manuals, or directives
- Chair or participate in transportation-related conferences,  
    workshops, or meetings

Table 10 also illustrates the transitional nature of captains' jobs and tasks. Substantial numbers of captains were found in both the technically-oriented job groups common to lieutenants and the staff-level and command-related job groups characteristic of more senior officers.

#### Field Grade Officers

Majors, lieutenant colonels, and colonels performed jobs and tasks that differentiated them sharply from the company grade officers. As Table 10 illustrates, field grade transporters were found primarily in five command and management job groups: Commanders & Directors, Plans, Airlift Management, Headquarters Staff personnel, and Transportation Systems Development. The common tasks which reflect the increased emphasis on management, command, and staff-related activities were as follows:

- Develop transportation policies or guidance
- Provide transportation guidance to battle staffs, command post teams, or crisis action teams
- Analyze CONPLANS, OPLANS, or OPORDS for feasibility
- Recommend changes to CONPLANS, OPLANS, or OPORDS
- Evaluate production or output of work centers
- Draft or write OERs
- Allocate personnel resources
- Select personnel for positions
- Draft or write civilian performance appraisals
- Indorse OERs
- Indorse civilian performance appraisals

#### Summary

Tasks and jobs performed changed for officers in the transportation field as a function of paygrade. Lieutenants performed a wide variety of partially management/supervisory, partially technical jobs, while field grade transporters performed primarily command, management, and staff-level tasks and jobs. Captains performed both technical and management functions, and were a transition group in the career field.

Training for lieutenants can best be refined by examining the non-technical tasks common to most lieutenants in conjunction with the technical tasks representative of the job groups in which lieutenants were found (see FIELD STRUCTURE OVERVIEW section).

TABLE 9

## TASKS REPRESENTATIVE OF FIRST AND SECOND LIEUTENANTS

TASK STATEMENT	PERCENT PERFORMING	
	2LT (N=131)	1LT (N=186)
COUNSEL MILITARY PERSONNEL ON PERSONAL, MILITARY, OR JOB-RELATED MATTERS	71	73
INDORSE APRs	70	68
REVIEW INCOMING MESSAGES OR CORRESPONDENCE	68	66
APPROVE OR DISAPPROVE LEAVE REQUESTS	67	67
INSPECT UNIT FACILITIES FOR CLEANLINESS, SAFETY, OR SECURITY	66	58
DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	66	67
DRAFT OR WRITE REPORTS REQUIRED BY ADDITIONAL DUTIES	63	54
REVIEW RECURRING INSPECTION PUBLICATIONS, SUCH AS TIG BRIEF OR CROSS-TALK INFORMATION	63	59
REVIEW RESULTS OF PREVIOUS IG INSPECTIONS OR STAFF-ASSISTANCE VISITS	62	58
REVIEW REGULATIONS OR DIRECTIVES	61	53
ADVISE ORGANIZATIONS ON TRANSPORTATION PROGRAMS OR SERVICES	60	60
BRIEF TRANSPORTATION MATTERS AT STAFF MEETINGS OR STAND-UP MEETINGS	59	53
PROOFREAD OR EDIT CORRESPONDENCE	58	58
CONDUCT UNIT SELF-INSPECTIONS	57	52
DRAFT OR WRITE GENERAL CORRESPONDENCE	56	56
ATTEND BRIEFINGS AS BACKUP OR TRANSPORTATION EXPERT	56	47
INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	55	52
COUNSEL INCOMING PERSONNEL	55	60
PREPARE BRIEFINGS	53	54
DRAFT OR WRITE RECORDS OF PERSONNEL COUNSELING SESSIONS	53	57
REVIEW SAFETY REPORTS	53	46
REVIEW NEWSPAPERS OR PERIODICALS FOR TRANSPORTATION-RELATED ITEMS IMPACTING UNIT OR ORGANIZATION	51	38



TABLE 10

MAJOR JOBS HELD BY 60XX OFFICERS	PERCENT OF GRADE IN EACH JOB GROUP					
	2LT	1LT	CAPT	MAJ	LCOL	COL
	0-1 (N=131)	0-2 (N=186)	0-3 (N=177)	0-4 (N=136)	0-5 (N=90)	0-6 (N=26)
DIRECTORS & COMMANDERS	3	2	11	38	38	23
HDQTRS STAFF PERSONNEL	-	1	5	10	18	23
INSPECTORS & EVALUATORS	2	1	6	5	2	4
MANPOWER & PERSONNEL MANAGEMENT	2	2	4	3	-	4
PLANS & AIRLIFT	3	6	16	21	12	8
TRANSPORTATION SYSTEMS DEVELOPMENT & CON- TRACTING	7	1	12	10	14	19
VEHICLE OPERATIONS	20	17	7	-	-	-
VEHICLE MAINTENANCE	10	6	3	-	-	-
TRAFFIC MANAGEMENT	3	8	5	2	6	8
FREIGHT PROCESSING	1	2	2	1	3	-
MOBILITY	13	11	6	2	2	-
TERMINAL SERVICES	12	8	3	1	-	-
AIR TERMINAL OPERATIONS	11	18	5	-	-	-
PASSENGER SERVICES	2	4	3	4	2	-
OTHER	11	13	12	3	3	11

## ANALYSIS OF TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS) GROUPS

The purpose of this section is to examine the tasks performed by military transporters as a function of TAFMS time. First, the tasks performed by new transporters (those with 1-24 months TAFMS) will be reviewed. Second, the nature of change in jobs and tasks as TAFMS time increases will be examined.

### First-Job Analysis: 1-24 Months TAFMS

It is important to know the tasks and jobs performed by new transportation officers. For training personnel, this information is useful in identifying tasks commonly performed by officers in their first two years in the Air Force. With this information, training can be refined to concentrate on those tasks performed by sizable percentages of new transporters.

There were two factors which influenced the tasks performed by first-job transporters. First, the survey data showed that supervisory and management began early in transporters' careers. Large percentages of first-job transporters reported performing supervision-related tasks, such as writing and indorsing APRs and counseling personnel (see Table 11). Second, there was a wide variety of jobs to which first-job transporters were assigned. Slightly over 30 percent were in the Vehicle Operations or Vehicle Maintenance jobs, 17 percent in mobility jobs, and almost 30 percent in Terminal Services or ATOC job groups. Approximately one-third were in miscellaneous job groups such as Passenger Services, Traffic Management, and Transportation Systems Development.

This diversity means that, while new transporters performed many general tasks in common, there were many technical, job-group-specific tasks performed by only small percentages of these officers. The technical tasks differentiating the first jobs personnel, were performed by small percentages of the new transporters and included:

- ATOC:     Review flight arrival or departure messages, such as TR-1  
           or AM-9  
           Prioritize uploading or downloading of aircraft  
           Determine causes of aircraft delays  
           Coordinate with fleet services, freight, or command post  
           personnel on aircraft servicing requirements
- MOBILITY:     Direct mobility workcenters during exercises or deployments  
           Participate in deployment, redeployment, or exercise  
           planning meetings  
           Request airlift rescheduling, expansion, augmentation or  
           cancellation

VEH OPS: Coordinate with VCOs on vehicle requirements, maintenance,  
or procedures  
Review letters of vehicle abuse or misuse  
Review vehicle dispatch logs

SHIPMENT

PROCESSING: Analyze shipment processing problems  
Evaluate shipment uploading or downloading  
Inspect cargo documentation, classification, or labeling  
Evaluate cargo backlogs

VEH MAINT: Analyze vehicle maintenance records or reports  
Track status or progress of vehicle maintenance  
Adjust daily workload priorities  
Review vehicle work orders

Comparison of TAFMS Groups

Comparisons were made among TAFMS groups to identify changes in tasks performed as a function of TAFMS time. As transporters' TAFMS time increased, officers spent less time on technical-related tasks and more time on management, supervision, and administration tasks (see Table 12). This change in emphasis parallels the change that was identified in paygrade groups: as grade increased, technical task performance decreased and management tasks increased. Technical tasks were defined as tasks from those duties dealing with the operational aspects of transportation such as vehicle operations or maintenance, personal property, airlift management, mobility, or passenger services. Non-technical tasks come from duties such as command and management, manpower and personnel, resource management, and evaluating and inspecting.

Summary

First-job transporters performed a wide variety of technically-oriented jobs. In addition to the technical tasks, which varied as a function of job group, first-job transporters performed many supervision and management tasks. As TAFMS time increased, transporters spent more time to supervision, management, and administrative tasks and correspondingly less time on technical tasks.

TABLE 11

TASKS REPRESENTATIVE OF FIRST-JOB (1-24 MONTHS TAFMS)  
TRANSPORTATION OFFICERS

TASK STATEMENT	PERCENT MEMBERS PERFORMING (N=65)
INDORSE APRs	77
COUNSEL MILITARY PERSONNEL ON PERSONAL, MILITARY, OR JOB RELATED MATTERS	71
APPROVE OR DISAPPROVE LEAVE REQUESTS	71
INSPECT UNIT FACILITIES FOR CLEANLINESS, SAFETY, OR SECURITY	69
DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS	69
DRAFT OR WRITE REPORTS REQUIRED BY ADDITIONAL DUTIES	66
ADVISE ORGANIZATIONS ON TRANSPORTATION PROGRAMS OR SERVICES	65
REVIEW REGULATIONS OR DIRECTIVES	62
REVIEW RESULTS OF PREVIOUS IG INSPECTIONS OR STAFF ASSISTANCE VISITS	62
REVIEW INCOMING MESSAGES OR CORRESPONDENCE	60
BRIEF TRANSPORTATION MATTERS AT STAFF MEETINGS OR STAND-UP MEETINGS	60
REVIEW RECURRING INSPECTION PUBLICATIONS, SUCH AS TIG BRIEF OR CROSS TALK INFORMATION	58
DRAFT OR WRITE GENERAL CORRESPONDENCE	57
DRAFT OR WRITE RECORDS OF PERSONAL COUNSELING SESSIONS	57
PROOFREAD OR EDIT CORRESPONDENCE	55
INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	54
ATTEND BRIEFINGS AS BACKUP OR TRANSPORTATION EXPERT	54
CONDUCT UNIT SELF-INSPECTIONS	54
COUNSEL INCOMING PERSONNEL	54
PREPARE BRIEFINGS	52

TABLE 12

## TIME SPENT ON DUTIES BY TAFMS GROUPS

DUTY TITLE	PERCENT TIME SPENT ON DUTY							
	1-48 MOS (N=190)	49-96 MOS (N=114)	97-144 MOS (N=107)	145-192 MOS (N=130)	193-240 MOS (N=99)	240+ MOS (N=102)		
COMMAND AND MANAGEMENT	14	12	12	12	13	13		
MANPOWER AND PERSONNEL	5	5	7	7	10	9		
RESOURCE MANAGEMENT	3	5	4	5	5	6		
EVALUATING AND INSPECTING	7	7	7	7	7	7		
CONTRACTING	1	2	2	2	2	3		
TRAINING	3	2	3	2	3	2		
TRANSPORTATION SYSTEMS	1	2	2	4	3	5		
VEHICLE OPERATIONS	7	8	5	6	5	5		
VEHICLE MAINTENANCE	5	3	3	2	2	2		
PERSONAL PROPERTY	2	2	2	1	1	2		
PASSENGER SERVICES	4	5	4	3	3	2		
SHIPMENT PROCESSING	6	6	5	3	4	3		
PACKAGING	*	*	*	*	*	*		
AIRLIFT MANAGEMENT	10	7	6	5	5	3		
MOBILITY AND PLANNING	9	9	11	12	10	10		
GENERAL TRANSPORTATION FUNCTIONS	23	25	27	29	27	28		

\*LESS THAN ONE PERCENT

## OCCUPATIONAL SERIES ANALYSIS

In this section, the major civilian occupational series with the largest number of respondents in the Transportation survey are examined. The tasks performed by members in each series are reviewed and the major occupational series in the survey sample compared with each other and to the two military officer specialties.

The civilian sample in this survey was composed of 222 transporters in 13 occupational series. Several of the series were represented by only one or two incumbents, and they were not included in this analysis (e.g., series 4604, Woodworking; series 5703, Motor Vehicle Operating). Eight occupational series were represented by five or more incumbents and subjected to detailed analysis. These series were:

<u>SERIES</u>	<u>NUMBER IN SAMPLE</u>
2130 TRAFFIC MANAGEMENT	105
2150 TRANSPORTATION OPERATIONS	36
2101 TRANSPORTATION SPECIALIST	22
2032 PACKAGING	19
5801 TRANSPORTATION/MOBILE EQUIP. MAINTENANCE	12
1670 EQUIPMENT SPECIALIST	8
1601 GEN. FACILITIES AND EQUIP. MANAGEMENT	7
0301 MISC. ADMINISTRATION AND PROGRAMS	5

In terms of the similarities in tasks performed, there were three general groupings of occupational series. Incumbents in series 0301 (Miscellaneous Administration and Programs), 2101 (Transportation Specialist), 2130 (Traffic Management), and 2150 (Transportation Operations) were similar to each other. Those in 1601 (General Facilities and Equipment Management), 1670 (Equipment Specialists), and 5801 (Transportation/Mobile Equipment Maintenance) also exhibited commonality. Respondents in series 2032 (Packaging) were unique in terms of tasks performed.

Packaging Personnel - Series 2032 (N=19). Of all the series and specialties in the transportation survey sample, series 2032 was the most uncommon in terms of tasks performed. As Table 13 shows, packaging specialists performed such uncommon tasks as developing reusable container programs, and designing, testing, and evaluating packaging. These tasks were performed by virtually no other civilian or military transporters in the sample. Packaging specialists performed a relatively narrow job. Members performed an average of only 59 tasks as compared to 128 tasks for transporters in series 2130 and 140 tasks in series 2101. The difference was also due in part to the relatively small percentage of time spent on supervision and management by packaging specialists in comparison to civilian transporters in other series. This difference gave series 2032 a predominantly technical orientation.

Packaging specialists were relatively junior in terms of time in the Transportation career area, averaging just 15 years. Most members were in grade GS-12 (78 percent), were assigned to AFLC (90 percent), and were assigned above the wing-level (90 percent). Almost half of the packaging specialists were identified in the Packaging Engineer job group (GRP135) in the Field Structure Overview section of this report. The remainder were scattered among various other job groups.

Equipment Maintenance Personnel - Series 1601, 1670, and 5801. The transporters in these three occupational series performed similar tasks. Incumbents in series 5801 (Transportation/Mobile Equipment Maintenance) and 1601 (General Facilities and Equipment Maintenance) were very similar in terms of tasks performed, while those in the 1670 (Equipment Specialist) series were somewhat less like the other two. The representative tasks performed by transporters in these series were a combination of supervision, management, and technical tasks related to overseeing vehicle maintenance activities (see Tables 14, 15, and 16). Incumbents in series 5801 and 1601 commonly worked with Limited Technical Inspection (LTI) reports, the COPARs system, Vehicle Out-of-Commission (VOC) rates, deferred vehicle maintenance, vehicle cannibalization, vehicle modification, and warranty recovery actions. The transporters in series 1670 were more diverse. Their task performance, while vehicle maintenance related, dealt more with inspection, evaluation, and system development, and less with unit-level vehicle maintenance management. One hundred percent of the incumbents in series 5801 and 1601 were assigned at the wing-level or lower, while 75 percent of the 1670s were at the MAJCOM level. The similarity of 5801 and 1601 was further emphasized in noting that all 12 5801s and all seven 1601s were identified in the Vehicle Maintenance (GRP128) job group described earlier in this report. Civilians in series 1670 and 5801 were similar, in task performance, to DAFSC 605X officers in the Vehicle Maintenance job group (GRP128).

Personnel in series 5801 were in grades WG-13 and WG-14 and the majority (92 percent) were assigned to SAC. Incumbents in series 1670 were among the most experienced, with members averaging over 28 years in the transportation career field. Members were in grades GS-11 and GS-12 and were assigned to SAC (50 percent), ATC (25 percent), and AAC and AFSC (12 percent each). Transporters in series 1601 were the most junior civilians, averaging only 14 years in transportation. All 1601 personnel in the survey sample were in grade GS-11.

Miscellaneous Administration & Programs Personnel - Series 0301, 2101, 2130, and 2150. As the name of this series implies, the tasks common to these respondents were general and administrative in nature. Incumbents performed diverse jobs, averaging more tasks (196) than civilians in any other series. Table 17 lists the tasks representative of 0301s. In addition to the general tasks shown, members also evaluated automated systems, transportation requirements, vehicle maintenance, accident or incident trends, and transportation cost trends.

Series 0301 incumbents were found in four job groups: Vehicle Operations (GRP321), Commanders and Directors I (GRP363), Traffic Management (GRP219), and Data Automation Project Monitors (GRP396). In terms of tasks performed, incumbents were most similar to officers in DAFSC 601X. Eighty percent of the incumbents were assigned to AFLC. Eighty percent of series 0301 personnel was in grade GS-12; 20 percent was in grade GM-14.

Transportation Specialists - Series 2101 (N=22). The members of series 2101 were similar to those in 0301 in terms of tasks performed. As Table 18 shows, members commonly performed general tasks such as reviewing and drafting changes to regulations, supervising subordinates, and preparing and presenting briefings. Technical task performance was limited and was related to airlift management, shipment processing, passenger processing, personal property movement, and vehicle operations and maintenance. Incumbents in series 2101 were found in diverse job groups, but primarily in Traffic Management, Freight Processing, and Transportation Systems Development.

Table 19 compares tasks which helped differentiate series 2101 (Transportation Specialists), 2130 (Traffic Management), and 2150 (Transportation Operations) from one another. The table highlights the personnel supervision and management tasks which served to differentiate 2101s from 2130s and 2150s. In spite of the differences, there was a large degree of similarity between transporters in series 2101, 2130, and 2150. There was a 74 percent time spent overlap between 2101s and 2130s. Between 2101s and 2150s, the overlap was 67 percent. These figures indicate members spent roughly equivalent percentages of time performing similar tasks. Fifty-five percent of all series 2101 personnel were assigned to wing-level or subordinate units, with 32 percent in AFLC, 18 percent in AFRES, and 14 percent at HQ USAF. Grades for series 2101 personnel ranged from GS-9 through GM-15, with 68 percent in grades GS-11 or GS-12.

Traffic Management Personnel - Series 2130 (N=105). The Traffic Management occupational series was the largest civilian series in the survey sample. There was a large core of tasks common to most 2130s, but technical tasks varied as a function of job. The core tasks dealt with such common tasks as correspondence preparation and review, briefing and conference participation, inspection, and personnel supervision (see Table 20). Transporters in series 2130 were identified in five major job groups in the Field Structure Overview section: Traffic Management, Transportation System Development, Plans, HQ Staff, and Freight Processing. In each job group, the technical tasks performed were different. These differentiating tasks included:

#### 2130s IN TRAFFIC MANAGEMENT

- Analyze T-WRAPS reports
- Analyze trends in personal property carrier performance
- Evaluate personal property carrier services
- Analyze cost trends such as cost per hundred weight
- Review customer evaluations of personal property carrier performance



#### 2130s IN TRANSPORTATION SYSTEMS DEVELOPMENT

- Draft or write Data Automation Requirements (DAR)
- Analyze automated data inputs or outputs
- Perform transportation cost effectiveness studies

#### 2130s IN PLANS

- Draft or write inputs to exercise or deployment plans
- Provide transportation guidance to battle staffs, command post teams, or crisis action teams
- Draft or write inputs to CONPLANS, OPLANs, or OPORDs
- Participate in deployment, redeployment, or exercise planning meetings

#### 2130s IN HQ STAFF

- Coordinate with other agencies on the interpretation of transportation regulations or policies
- Conduct staff-assistance visits

#### 2130s IN FREIGHT PROCESSING

- Advise organizations on planning or movement of shipments
- Analyze shipment processing problems
- Evaluate shipment processing
- Coordinate with other services on shipment of Air Force property

The diversity of technical tasks made series 2130 more like a collection of subseries rather than one homogeneous series. However, the overall orientation of series 2130 was toward personal property and freight processing that it was fundamentally different from other series.

In comparing the tasks performed by personnel in series 2130 to the other series, the primary difference was in the area of personal property and shipment processing. These tasks accounted for over six percent of members time in series 2130, but consumed only three percent and .2 percent, respectively, for respondents in series 2101 and 2130 (see Table 21). Additionally, as a group, 2130s spent more time on contracting and transportation system development than did series 2101 and 2150 incumbents. Traffic Management personnel were among the most experienced civilian transportation identified. Members averaged 22 years in the transportation career field and 70 percent were in grades GS-12 and GM-13.

Transportation Operations Personnel - Series 2150 (N=36). Many tasks common to series 2150 incumbents were performed by many 2130 personnel including general administration, inspections, briefings, and conference participation (see Table 22). There were some differences between the members of series 2130 and 2150, however. As Table 22 illustrates, series

2150 incumbents spent over 20 percent of their time performing airlift management, mobility, and planning tasks. These tasks consumed less than six percent of series 2130 members' time.

Series 2150 transporters were found in the Traffic Management, Commanders and Directors I, ATOC, and Transportation Systems Development job groups. Their jobs, however, did not appear as diverse as those of series 2130 personnel. Members' common performance of airlift management tasks lent cohesion to the series. Unlike the other occupational series, a large percentage (50 percent) of series 2150 personnel were assigned to MAC. The remainder were assigned primarily to AFLC and AFRES. Grades for Transportation Operations personnel ranged from GS-9 through GM-14, with 75 percent in grades GS-11 or GS-12.

### Summary

Based on task similarity, three broad groupings of civilian occupational series existed. All aspects of vehicle maintenance were covered by survey respondents in specialties 5801, 1601, and 1670. The small, unique packaging function was performed by series 2032 incumbents only. Finally, several larger series were similar in the performance of general management and supervision functions, but differed in the technical tasks. Members in series 0301 and 2101 were generalists and performed diverse jobs. Series 2130 and 2150 personnel had some overlap in task performance, but differed in personal property and shipment processing tasks (2130) and airlift management mobility and plans tasks (2150). Transporters in series 2130 and 2150 frequently were identified in the same job groups. The overlap of tasks and the performance of jobs in common raises questions about the utilization of series 2130 and 2150 transporters. Career field managers should be aware that classification of positions in these two series may be controlled by factors other than tasks performed.

TABLE 13

TASKS REPRESENTATIVE OF OCCUPATIONAL SERIES 2032  
(PACKAGING) RESPONDENTS

TASK STATEMENT	PERCENT MEMBERS PERFORMING
	OCC. SERIES 2032 (N=19)
RECOMMEND CHANGES TO REGULATIONS, MANUALS, OR DIRECTIVES	68
REVIEW TECHNICAL PUBLICATIONS OR TRADE MANUALS	68
REVIEW RESULTS OF PREVIOUS IG INSPECTIONS OR STAFF ASSISTANCE VISITS	68
*DEVELOP REUSABLE CONTAINER PROGRAMS	63
CHAIR OR PARTICIPATE IN TRANSPORTATION-RELATED CONFERENCES, WORKSHOPS, OR MEETINGS	63
PREPARE BRIEFINGS	63
REVIEW INPUT TO REGULATIONS, MANUALS, OR DIRECTIVES	58
*RECOMMEND CHANGES TO PACKAGING DESIGNS	58
*DEVELOP PACKAGING TEST PLANS	58
*DETERMINE NEED OF PACKAGING SERVICE TESTING	53
REVIEW SYSTEMS SPECIFICATIONS	53
*DESIGN, REDESIGN, OR REFINE PACKAGING	47
*EVALUATE UNIT COMPLIANCE WITH REUSABLE CONTAINER PROGRAM	47
* DRAFT OR WRITE POLICIES OR PROCEDURES FOR RECLAMATION AND REUSE OF PACKAGING MATERIALS	47
*EVALUATE TRANSPORTATION PACKAGING ORDERS (TPO)	47
*CONDUCT TESTS OF PACKAGING	42

\*SERIES 2032-SPECIFIC TASKS

TABLE 14

TASKS REPRESENTATIVE OF OCCUPATIONAL SERIES 1601  
(GEN FAC & EQUIP MGT) RESPONDENTS

TASK STATEMENT	PERCENT MEMBERS PERFORMING
	OCC. SERIES 1601 (N=7)
EVALUATE LIMITED TECHNICAL INSPECTION REPORTS	100
EVALUATE PRODUCTION OR OUTPUT OF WORK CENTERS	100
DEVELOP CORRECTIVE ACTIONS FOR RECURRING VEHICLE MAINTENANCE PROBLEMS	100
APPROVE OR DISAPPROVE LISTS OF PERSONNEL AUTHORIZED TO RECEIVE PARTS	100
CERTIFY PARTS RECEIVING REPORTS	100
APPROVE OR DISAPPROVE VEHICLE CANNIBALIZATION	100
INDORSE APRs	100
COORDINATE WITH CIVIL ENGINEERING PERSONNEL ON WORK ORDERS	100
JUSTIFY CHANGES IN BUDGET ALLOCATIONS	100
APPROVE OR DISAPPROVE VEHICLE MODIFICATION PROPOSALS	100
REVIEW PARTS SALES SLIPS FOR ACCURACY	86
PROVIDE TECHNICAL GUIDANCE TO MAINTENANCE PERSONNEL	86
EVALUATE CONTRACTORS' COMPLIANCE WITH TERMS OF CONTRACTS	86
COORDINATE WITH PARTS SUPPLY PERSONNEL ON MATTERS SUCH AS PRICE, PARTS DELAY, OR AVAILABILITY	86
REVIEW DEFERRED MAINTENANCE LISTINGS	86
APPROVE OR DISAPPROVE DEFERRED PARTS REQUESTS	86
CERTIFY LIMITED TECHNICAL INSPECTION REPORTS	86
EVALUATE REQUESTS FOR SALVAGE OR REPAIR	86
DETERMINE CAUSE FOR VEHICLE OUT OF COMMISSION RATE	86
APPROVE OR DISAPPROVE VEHICLE WORK ORDERS	86
EVALUATE MATERIAL OR QUALITY DEFICIENCY REPORTS	86
COORDINATE WITH CONTRACTING OFFICERS OR NCOs ON RESTRICTED OR CENTRALLY-PROCURED PARTS	86
APPROVE OR DISAPPROVE VEHICLE WARRANTY RECOVERY ACTIONS	86
INSPECT VEHICLES	86

TABLE 15

TASKS REPRESENTATIVE OF OCCUPATIONAL SERIES 1670  
(EQUIP SPECIALIST) RESPONDENTS

TASK STATEMENT	PERCENT MEMBERS PERFORMING
	OCC. SERIES 1670 (N=8)
ANALYZE VEHICLE MAINTENANCE RECORDS OR REPORTS	75
REVIEW TECHNICAL PUBLICATIONS OR TRADE MANUALS	75
REVIEW RESULTS OF PREVIOUS INSPECTIONS OR STAFF ASSISTANCE VISITS	75
DRAFT OR WRITE INSPECTION CHECKLISTS	75
DRAFT OR WRITE INPUTS TO INSPECTION REPORTS	75
REVIEW UNIT RESPONSES TO INSPECTION REPORTS OR STAFF ASSISTANCE FINDINGS	63
EVALUATE ADEQUACY OF UNIT CORRECTIVE ACTIONS TO INSPECTIONS OR STAFF ASSISTANCE FINDINGS	63
DEVELOP INSPECTION CRITERIA	63
REVIEW RECURRING INSPECTION PUBLICATIONS, SUCH AS TIG BRIEF OR CROSS-TALK INFORMATION	63
APPROVE OR DISAPPROVE INPUTS TO INSPECTION OR STAFF ASSISTANCE REPORTS	63
EVALUATE VEHICLE MODIFICATION PROPOSALS	63
APPROVE OR DISAPPROVE INSPECTION CHECKLISTS	63
RECOMMEND CORRECTIVE ACTIONS IN RESPONSE TO INSPECTIONS	63
EVALUATE REQUESTS TO CONDUCT STUDIES OR ANALYSES	50
DETERMINE REQUIREMENTS FOR NEW TYPES OF VEHICLES OR EQUIPMENT IN SUPPORT OF NEW WEAPON SYSTEMS	50
DETERMINE TOOL OR MAINTENANCE EQUIPMENT REQUIREMENTS	50
EVALUATE COST COMPARISON STUDIES	50
EVALUATE CONTRACTORS' COMPLIANCE WITH TERMS OF CONTRACTS	50

TABLE 16

TASKS REPRESENTATIVE OF OCCUPATIONAL SERIES 5801  
(TRANS/MOBILE EQUIP MAINT) RESPONDENTS

TASK STATEMENT	PERCENT MEMBERS PERFORMING
	OCC. SERIES 5801 (N=12)
DETERMINE CAUSES OF VEHICLE OUT-OF-COMMISSION RATE	100
CONDUCT UNIT SELF-INSPECTIONS	100
DETERMINE TOOL OR MAINTENANCE EQUIPMENT REQUIREMENTS	100
EVALUATE LIMITED TECHNICAL INSPECTION REPORTS	100
REVIEW DEFERRED MAINTENANCE LISTINGS	100
COORDINATE WITH PARTS SUPPLY PERSONNEL ON MATTERS SUCH AS PRICE, PARTS DELAYS, OR AVAILABILITY	100
EVALUATE REQUESTS FOR SALVAGE OR REPAIR	100
DETERMINE CAUSE OF VEHICLE DAMAGE	100
APPROVE OR DISAPPROVE VEHICLE CANNIBALIZATIONS	100
CERTIFY LIMITED TECHNICAL INSPECTION REPORTS	100
CERTIFY FINAL OR ESTIMATED REPAIR BILLING ON ACCIDENT OR ABUSE CASES	100
APPROVE OR DISAPPROVE VEHICLE WARRANTY RECOVERY ACTIONS	100
APPROVE OR DISAPPROVE LISTS OF PERSONNEL AUTHORIZED TO RECEIVE PARTS	100
RECOMMEND CORRECTIVE ACTIONS IN RESPONSE TO INSPECTIONS	100
EVALUATE VEHICLE MODIFICATION PROPOSALS	100
APPROVE OR DISAPPROVE VEHICLE MODIFICATION PROPOSALS	100
REVIEW COPARS SUMMARIES	92
ANALYZE VEHICLE MAINTENANCE RECORDS OR REPORTS	92
INVENTORY TOOL KITS	92
INSPECT TOOLS OR EQUIPMENT	92
EVALUATE MATERIAL OR QUALITY DEFICIENCY REPORTS	92
REVIEW COST-CENTER MANAGERS REPORTS, SUCH AS PO-4 OR D-18	92
CERTIFY PARTS RECEIVING REPORTS	92
RECOMMEND CORRECTIVE ACTIONS IN RESPONSE TO MATERIAL OR QUALITY DEFICIENCY REPORTS	92

TABLE 17

TASKS REPRESENTATIVE OF OCCUPATIONAL SERIES 0301  
(MISC ADMIN & PROGRAMS) RESPONDENTS

TASK STATEMENT	PERCENT MEMBERS PERFORMING
	OCC. SERIES 0301 (N=5)
COORDINATE WITH OTHER AGENCIES ON THE INTERPRETATION OF TRANSPORTATION REGULATIONS OR POLICIES	100
CHAIR OR PARTICIPATE IN TRANSPORTATION-RELATED CONFERENCES, WORKSHOPS, OR MEETINGS	100
INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	100
RECOMMEND CHANGES TO REGULATIONS, MANUALS, OR DIRECTIVES	100
REVIEW RESULTS OF PREVIOUS IG INSPECTIONS OR STAFF ASSISTANCE VISITS	100
EVALUATE STATEMENTS OF WORK (SOW)	100
SCHEDULE TDYs OR LEAVES	100
PARTICIPATE IN BUDGET PLANNING OR REVIEW MEETINGS	100
DRAFT OR WRITE CIVILIAN WORK PLANS, JOB ELEMENTS, OR JOB STANDARDS	100
DEVELOP TRANSPORTATION POLICIES OR GUIDANCE	80
ANALYZE VEHICLE MAINTENANCE RECORDS OR REPORTS	80
EVALUATE ADEQUACY OF AUTOMATED SYSTEMS	80
FORECAST LONG RANGE TRANSPORTATION REQUIREMENTS	80
ASSIGN OFFICE OF PRIMARY RESPONSIBILITY (OPR) OR SUSPENSES TO ACTION ITEMS	80
ANALYZE VEHICLE ACCIDENT OR INCIDENT TRENDS	80
APPROVE OR DISAPPROVE REPORTS OF ANALYSES	80
APPROVE OR DISAPPROVE PROGRAM PLANS	80
EVALUATE CORRECTIVE ACTION IN VEHICLE ABUSE OR MISUSE CASES	80
APPROVE OR DISAPPROVE INPUTS TO SUPPORT AGREEMENTS	80
ANALYZE COST TRENDS, SUCH AS COST PER HUNDRED WEIGHT OR COST PER PASSENGER MILE	80
PERFORM TRANSPORTATION COST EFFECTIVENESS STUDIES	80

TABLE 18

TASKS REPRESENTATIVE OF OCCUPATIONAL SERIES 2101  
(TRANS SPECIALIST) RESPONDENTS

TASK STATEMENT	PERCENT MEMBERS PERFORMING
	OCC. SERIES 2101 (N=22)
TRAVEL ON OFFICIAL BUSINESS OUT OF LOCAL AREA	95
REVIEW INCOMING MESSAGES OR CORRESPONDENCE	91
CHAIR OR PARTICIPATE IN TRANSPORTATION-RELATED CONFERENCES, WORKSHOPS, OR MEETINGS	86
REVIEW REGULATIONS OR DIRECTIVES	86
BRIEF TRANSPORTATION MATTERS AT STAFF MEETINGS OR STAND-UP MEETINGS	82
DRAFT OR WRITE INPUTS TO REGULATIONS, MANUALS, OR SUPPLEMENTS	82
COUNSEL CIVILIAN PERSONNEL ON PERSONAL OR JOB-RELATED MATTERS	82
CERTIFY CIVILIAN TIME CARDS	82
DRAFT OR WRITE CIVILIAN WORK PLANS, JOB ELEMENTS, OR JOB STANDARDS	82
INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	77
PREPARE BRIEFINGS	77
DRAFT OR WRITE CIVILIAN PERFORMANCE APPRAISALS	77
SELECT PERSONNEL FOR POSITIONS	77
INTERVIEW JOB APPLICANTS	77
APPROVE OR DISAPPROVE LEAVE REQUESTS	77
DEVELOP TRANSPORTATION POLICIES OR GUIDANCE	73
RECOMMEND CHANGES TO REGULATIONS, MANUALS, OR DIRECTIVES	73
ATTEND BRIEFINGS AS BACKUP OR TRANSPORTATION EXPERT	73
ADVISE ORGANIZATIONS ON TRANSPORTATION PROGRAMS OR SERVICES	73



TABLE 19

COMPARISON OF SERIES 2101 (TRANS SPCLST), 2130 (TRAFFIC MGT),  
AND 2150 (TRANS OPS)

TASK STATEMENT	PERCENT PERFORMING		
	OCC SERIES 2101 TRANS SPCLST (N=22)	OCC SERIES 2130 TRAFFIC MGT (N=105)	OCC SERIES 2150 TRANS OPS (N=36)
APPROVE OR DISAPPROVE PROMOTION ACTIONS	68	36	39
RECOMMEND TERMINATION OR REASSIGNMENT OF PERSONNEL	64	32	44
CERTIFY CIVILIAN TIMECARDS	82	51	53
REVIEW PERSONNEL ACTION REQUESTS	64	33	39
COORDINATE WITH COMPUTER SUPPORT PERSONNEL ON ADP SUPPORT REQUIREMENTS	55	27	31
INSPECT UNIT FACILITIES FOR CLEANLINESS, SAFETY, OR SECURITY	59	31	44
ANALYZE TRAFFIC MANAGEMENT WORKLOAD REPORTING AND PRODUCTIVITY SYSTEM (T-WRAPS) REPORTS	14	44	0
REVIEW CONTRACTS FOR TRANSPORTATION IMPLICATIONS	9	39	8
DRAFT OR WRITE INPUTS TO SUPPORT AGREEMENTS	27	56	36
PREPARE RESPONSES TO CONGRESSIONAL INQUIRIES	18	46	33
ANALYZE COST TRENDS SUCH AS COST PER HUNDRED WEIGHT OR COST PER PASSENGER MILE	36	51	14
MONITOR STATUS OF VIP OR SPECIAL INTEREST PERSONAL PROPERTY SHIPMENTS	18	37	3
PERFORM TRANSPORTATION COST EFFECTIVENESS STUDIES	36	58	28
DETERMINE CAUSES OF AIRCRAFT DELAYS	18	6	58
REVIEW FLIGHT ARRIVAL OR DEPARTURE MESSAGES, SUCH AS TR-1, AM-9	14	9	47
ANALYZE AIRLIFT REPORTS	27	13	50
EVALUATE CARGO BACKLOGS	36	22	58
DRAFT OR WRITE MISSION IMPACT STATEMENTS	27	37	58
ANALYZE CONPLANS, OPLANS, OR OPORDS FOR FEASIBILITY	14	21	47
EVALUATE GROUND HANDLING OR PARKING OF AIRCRAFT	14	3	44

TABLE 20

TASKS REPRESENTATIVE OF OCCUPATIONAL SERIES 2130  
(TRAFFIC MGT) RESPONDENTS

TASK STATEMENT	PERCENT MEMBERS PERFORMING OCC. SERIES 2130 (N=105)
TRAVEL ON OFFICIAL BUSINESS OUT OF LOCAL AREA	88
ADVISE ORGANIZATIONS ON TRANSPORTATION PROGRAMS OR SERVICES	85
REVIEW REGULATIONS OR DIRECTIVES	83
BRIEF TRANSPORTATION MATTERS AT STAFF MEETINGS OR STAND-UP MEETINGS	82
CHAIR OR PARTICIPATE IN TRANSPORTATION-RELATED CONFERENCES, WORKSHOPS, OR MEETINGS	80
ATTEND BRIEFINGS AS BACKUP OR TRANSPORTATION EXPERT	79
DRAFT OR WRITE INPUTS TO REGULATIONS, MANUALS, OR DIRECTIVES	79
PREPARE BRIEFINGS	73
DEVELOP TRANSPORTATION POLICIES OR GUIDANCE	69
INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	65
DRAFT OR WRITE RESPONSES TO INQUIRIES FROM GOVERNMENT AGENCIES, SUCH AS GAO OR AF AUDIT AGENCY	60
REVIEW SUPPORT AGREEMENTS	60
PERFORM TRANSPORTATION COST EFFECTIVENESS STUDIES	58
COORDINATE WITH OTHER AGENCIES ON INTERPRETATION OF TRANSPORTATION REGULATIONS OR POLICIES	57
DRAFT OR WRITE INPUTS TO SUPPORT AGREEMENTS	56
REVIEW TECHNICAL PUBLICATIONS OR TRADE MANUALS	55
ANALYZE COST TRENDS SUCH AS COST PER HUNDRED WEIGHT, OR COST PER PASSENGER MILE	51
ANALYZE SHIPMENT PROCESSING PROBLEMS	50
REVIEW SAFETY REPORTS	50

TABLE 21

DUTY TITLE	PERCENT TIME SPENT ON DUTY		
	OCC SERIES 2101 TRANS SPCLST (N=22)	OCC SERIES 2130 TRAFFIC MGT (N=105)	OCC SERIES 2150 TRANS OPS (N=36)
COMMAND AND MANAGEMENT	9.7	8.2	8.3
MANPOWER AND PERSONNEL	8.7	6.5	7.3
RESOURCE MANAGEMENT	4.0	5.5	3.4
CONTRACTING	2.0	5.3	1.9
TRANSPORTATION SYSTEMS	5.7	6.1	3.1
PERSONAL PROPERTY	3.2	6.3	0.2
AIRLIFT MANAGEMENT	4.1	2.1	13.2
MOBILITY AND PLANNING	3.6	3.7	6.8
EVALUATING AND INSPECTING	6.8	7.5	7.8
TRAINING	5.0	1.8	2.3
VEHICLE OPERATIONS	2.3	2.0	4.0
VEHICLE MAINTENANCE	1.8	0.8	0.7
PASSENGER SERVICES	3.5	2.6	4.5
SHIPMENT PROCESSING	8.4	8.1	9.0
PACKAGING	0.5	0.9	0.1
GENERAL TRANSPORTATION FUNCTIONS	30.7	32.5	27.5

TABLE 22

TASKS REPRESENTATIVE OF OCCUPATIONAL SERIES 2150  
(TRANS OPS) RESPONDENTS

TASK STATEMENT	PERCENT MEMBERS PERFORMING
	OCC. SERIES 2150 (N=36)
REVIEW REGULATIONS OR DIRECTIVES	83
PREPARE BRIEFINGS	75
ADVISE ORGANIZATIONS ON TRANSPORTATION PROGRAMS AND SERVICES	75
INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	69
REVIEW SAFETY REPORTS	69
REVIEW TECHNICAL PUBLICATIONS OR TRADE MANUALS	69
CHAIR OR PARTICIPATE IN TRANSPORTATION-RELATED CONFERENCES, WORKSHOPS, OR MEETINGS	64
REVIEW SUPPORT AGREEMENTS	64
BRIEF TRANSPORTATION MATTERS AT STAFF MEETINGS OR STAND-UP MEETINGS	61
DETERMINE CAUSES OF AIRCRAFT DELAYS	58
EVALUATE CARGO BACKLOGS	58
DRAFT OR WRITE MISSION IMPACT STATEMENTS	58
ATTEND BRIEFINGS AS BACKUP OR TRANSPORTATION EXPERT	56
ANALYZE AIRLIFT REPORTS	50

## CONUS-OVERSEAS COMPARISON

To determine whether tasks performed differed as a function of geographic location, the jobs and tasks of transporters assigned to CONUS installations were compared with those assigned overseas. Two different groups of officers were employed for the comparison. The tasks performed by relatively junior officers (1-96 months TAFMS) were analyzed to see whether the more technical jobs differed as a function of CONUS-overseas assignment. The tasks of more experienced officers (over 97 months TAFMS) were examined to determine whether differences existed in the more managerial and supervisory jobs.

### CONUS-Overseas Comparison For 1-96 Months TAFMS Personnel

Due to an unequal geographic distribution of several job groups, some minor differences in tasks performed were found in comparing overseas and CONUS respondents. Two major job groups, containing many junior officers, were not proportionally distributed between CONUS and overseas locations. Over 74 percent of Vehicle Operations Officers (GRP321) were assigned to CONUS locations, while 63 percent of the Air Terminal Operations Center job group (GRP041) was assigned to overseas locations. This unequal distribution of two major job groups contributed to the differences noted in CONUS and overseas tasks. As Table 23 shows, slightly larger percentages of overseas respondents performed many airlift management, shipment processing, and passenger services tasks. Somewhat larger percentages of CONUS officers performed many vehicle operations tasks. Aside from these differences, there were considerable similarities in the two groups, particularly in performing supervision, management, and administration tasks.

### CONUS-Overseas Comparison For 97+ Months TAFMS Personnel

Among members of the more experienced overseas group, differences were noted in tasks performed. The differences were not due to unequal job group distribution, as with junior officers. A larger percentage of overseas incumbents spent more time performing planning and mobility-related tasks than CONUS respondents. Over 85 percent of the overseas officers with 97+ months TAFMS performed mobility and planning tasks, devoting 14 percent of their time to those tasks. While 75 percent of the CONUS officers performed the same tasks, they devoted less than ten percent of their time to them (see Table 24).

TABLE 23

DIFFERENCES AMONG CONUS AND OVERSEAS AFS 60XX OFFICERS  
(1-96 MONTHS TAFMS)

TASK STATEMENT	PERCENT PERFORMING		
	CONUS (N=194)	OVERSEAS (N=106)	DIFFERENCE
ADVISE ORGANIZATIONS ON VEHICLE OPERATIONS PROGRAMS	28	12	16
APPROVE OR DISAPPROVE VEHICLE TRANSPORTATION REQUESTS	26	13	13
REVIEW VEHICLE DISPATCH LOGS	25	12	13
EVALUATE CORRECTIVE ACTION IN VEHICLE ABUSE OR MISUSE CASES	29	17	12
EVALUATE JUSTIFICATIONS FOR VEHICLE DISPATCH FORMS (AF FORM 1374)	24	16	12
ANALYZE VEHICLE ACCIDENT OR INCIDENT TRENDS	28	16	12
REVIEW LETTERS OF VEHICLE ABUSE OR MISUSE	30	19	11
COORDINATE WITH VEHICLE CONTROL OFFICERS (VCO) ON VEHICLE REQUIREMENTS, MAINTENANCE, OR PROCEDURES	28	17	11
ADVISE ORGANIZATIONS ON ACCIDENT INVESTIGATION PROCEDURES	28	18	10
ACCEPT OR RECEIPT FOR GOVERNMENT VEHICLES	26	16	10
EVALUATE CARGO BACKLOGS	11	28	-17
DETERMINE CAUSES OF AIRCRAFT DELAYS	20	36	-16
REVIEW FLIGHT ARRIVAL OR DEPARTURE MESSAGES SUCH AS TR-1 OR AM-9	14	28	-14
BRIEF AIRCREWS ON PASSENGER OR CARGO LOADS	11	25	-14
DRAFT OR WRITE TRANSPORTATION DELAY REPORTS	12	26	-14
PRIORITIZE UPLOADING OR DOWNLOADING OF AIRCRAFT	12	25	-13
DETERMINE PASSENGER SEATS TO BE RELEASED OR PALLET POSITIONS AVAILABLE	9	21	-12
SCREEN AIRCRAFT LOAD LISTS FOR PASSENGER PROHIBITING CARGO	10	22	-12
COORDINATE WITH FLEET SERVICES, FREIGHT, OR COMMAND POST PERSONNEL ON AIRCRAFT SERVICING REQUIREMENTS	14	25	-11

TABLE 24

DIFFERENCES AMONG CONUS AND OVERSEAS AFS 60XX OFFICERS  
WITH 97+ MONTHS TAFMS

TASK STATEMENT	PERCENT PERFORMING		
	CONUS (N=194)	OVERSEAS (N=106)	DIFFERENCE
COORDINATE WITH HIGHER HEADQUARTERS ON EXERCISE OR CONTINGENCY PLANS OR REQUIREMENTS	27	49	-22
ANALYZE EXERCISE OR DEPLOYMENT AFTER ACTION REPORTS	47	57	-20
REVIEW HIGHER HEADQUARTERS CONPLANS, OPLANS, OR OPORDS	36	55	-19
DRAFT OR WRITE INPUTS TO CONPLANS, OPLANS, OR OPORDS	30	49	-19
ANALYZE CONPLANS, OPLANS, OR OPORDS FOR FEASIBILITY	42	60	-18
REVIEW OWN CONPLANS, OPORDS, OR OPLANS	35	53	-18
RECOMMEND CHANGES TO CONPLANS, OPLANS, OR OPORDS	39	56	-17
PROVIDE TRANSPORTATION STATUS BRIEFINGS OR UPDATES DURING EXERCISES OR DEPLOYMENTS	37	51	-14
DRAFT OR WRITE INPUTS TO EXERCISE OR DEPLOYMENT PLANS	26	43	-17
APPROVE OR DISAPPROVE INPUTS TO EXERCISE OR DEPLOYMENT PLANS	27	43	-16
COORDINATE WITH PARTICIPATING UNITS ON EXERCISE OR CONTINGENCY PLANS OR REQUIREMENTS	31	46	-15

## TRAINING SECTION

The training section is designed to aid career field managers in reviewing training content. This section presents an overview of three types of occupational survey data for the purpose of training review: (1) percent members performing and time spent data; (2) recommended training emphasis ratings; and (3) knowledge requirements. Also presented is a match of occupational survey data with the Plan of Instruction (POI). While the data presented in this section can be helpful to training managers, it is presented only as a summary. Training managers will find detailed survey data available in the TRAINING EXTRACT, released concurrently with this occupational survey report. For copies of the TRAINING EXTRACT, contact USAFOMC/OMYOK, Randolph AFB TX 78150.

### Percent Performing and Time Spent Data

Percent members performing and relative time spent data, as previously detailed in this report, indicate tasks performed by specific groups of transporters and the time spent on those tasks. This information is useful to training managers, by assisting in structuring training so it covers tasks performed by large percentages of course graduates.

The tasks performed by several specific groups of transporters can best be used to review training curricula. For Course J30BR6051, training managers should examine the tasks performed by transportation officers with 1-24 months TAFMS, by lieutenants, and by those with DAFSC 6051. The tasks performed by these officers have been listed in earlier sections of this report (paygrade analysis, AFSC analysis, TAFMS analysis). For advanced courses, such as Transportation Staff Officer (J30AR6011), tasks performed by senior captains, majors, personnel in AFSC 601X, and specific staff-related job groups should be examined. These task descriptions are also available in earlier portions of this report. Detailed task descriptions are available in the Training Extract.

### Training Emphasis

Recommended training emphasis ratings were collected from 41 experienced transporters (37 captains, three majors, and one first lieutenant) representing both transportation specialties, and all large MAJCOMs and agencies. Transporters completing training emphasis booklets rated all tasks in the job inventory booklet using the following scale:

BLANK	No structured training needed
1	Extremely low training emphasis
2	Very low training emphasis
3	Low training emphasis
4	Below average training emphasis
5	Average training emphasis
6	Above average training emphasis



- 7 High training emphasis
- 8 Very high training emphasis
- 9 Extremely high training emphasis

Training emphasis is a rating of which tasks require structured training for new transporters, generally lieutenants. Structured training is defined as training provided by resident technical training, field training detachments, mobile training teams, or any other organized training method.

There was good agreement among the 41 raters as to which tasks required some form of structured training. The interrater reliability of these 41 raters (as assessed through components of variance of standard group means) was .91. The mean training emphasis rating was 1.93. Tasks rated above 3.20 were considered high in recommended training emphasis. Table 25 lists the tasks rated highest in recommended training emphasis.

Recommended training emphasis ratings can best be used in conjunction with percent members performing data. Tasks with above average training emphasis ratings and performed by large percentages of incumbents are logical candidates for inclusion in training. Conversely, tasks with low training emphasis ratings or tasks performed by small percentages of transporters may best be trained outside of a structured training environment.

Because transportation lieutenants perform diverse jobs, an interesting situation exists when examining training emphasis ratings and percent members performing data. As Table 25 shows, most of the tasks rated highest in training emphasis were performed by small percentages of lieutenants and officers with 1-24 months Total Active Federal Military Service (TAFMS)--the groups most important in determining training content. Examination of Table 25 also shows that tasks rated highest in training emphasis dealt mainly with vehicle operations and vehicle maintenance. While approximately 30 percent of all second lieutenants were identified in the Vehicle Operations I and II and Vehicle Maintenance job groups, large percentages were also identified in Mobility (13 percent), Terminal Services (12 percent), and Air Terminal Operations Center (11 percent). The tasks performed by officers in these job groups also require examination when training requirements are reviewed.

In refining training for new transportation officers, training managers can use percent members performing and training emphasis ratings as guidelines. It must be remembered, however, that lieutenants perform diverse jobs and training should be tailored so all necessary aspects of transportation are presented to new transporters.

#### Plan of Instruction-Survey Data Match

The Plan of Instruction (POI) for Course J30BR605b, dated 7 October 1981, was matched to occupational survey data by Sheppard Technical Training Center personnel. Training personnel crossmatch tasks contained in the job inventory booklet with specific references in the POI. Training objectives were compared with percent members performing and recommended

training emphasis ratings for the matched tasks. In this manner, performance objectives not well supported by task data can be identified and considered for replacement with objectives involving tasks performed by higher percentages of incumbents or rated higher in training emphasis. Additionally, tasks performed by large percentages of new transporters (1-24 months TAFMS, 1-48 months TAFMS, and second lieutenants) or rated high in training emphasis, but not referenced to POI objectives, can be reviewed to determine whether their inclusion in training is warranted.

The Plan of Instruction appeared to completely cover the breadth of the transportation career field. However, the course should be reexamined to determine whether proper emphasis has been given to the various subject areas in transportation. For example, the vehicle operations block of training is the shortest in the course--only 18 hours. Yet, almost one-third of all lieutenants perform as vehicle operations officers. Further, as shown in Table 25, vehicle operations tasks are among the most highly rated in recommended training emphasis. Table 26 shows sizable percentages of lieutenants felt that knowledge of vehicle operations concepts were important to the performance of their jobs.

On the other hand, the Personal Property Traffic Management block has the second largest amount of time devoted to it, 47 hours; yet, the associated tasks are performed by very small percentages of new transporters and the recommended training emphasis ratings are low in many cases. A similar situation exists for the block of instruction on resources management.

Career field training managers should review the TRAINING EXTRACT and determine whether emphasis in technical training should be shifted away from blocks where only small percentages of new transporters are found to perform associated tasks. Training resources might be better used on blocks in which larger percentages of new transporters perform associated tasks.

#### Knowledges Required

In addition to percent members performing tasks and recommended training emphasis, the job inventory used in this survey collected data on the knowledge areas that transporters felt crucial to the performance of their jobs. Incumbents reviewed a list of 115 transportation and logistics knowledges and indicated those areas important to their jobs. The tables in Appendix A list the knowledges required for job groups in which lieutenants and junior officers were found in large percentages. Table 26 lists the knowledges that lieutenants indicated they needed in the performance of their jobs.

TABLE 25

## 60XX TASKS RATED HIGHEST IN RECOMMENDED TRAINING EMPHASIS

TASK STATEMENT	TRAINING EMPHASIS RATING*	PERCENT PERFORMING	
		SECOND LIEUTENANTS (N=131)	1-24 MOS TAFMS (N=65)
ANALYZE VEHICLE MAINTENANCE RECORDS OR REPORTS	6.07	19	20
COORDINATE WITH VEHICLE CONTROL OFFICERS ON VEHICLE REQUIREMENTS, MAINTNANCE, OR PROCEDURES	5.71	29	25
DEVELOP VEHICLE PRIORITY RECALL LISTINGS	5.66	15	11
DETERMINE CAUSES OF VEHICLE OUT OF COMMISSION RATE	5.88	15	12
REVIEW CODARS SUMMARIES	5.34	10	6
DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	5.27	66	69
ALLOCATE VEHICLES	5.27	21	19
APPROVE OR DISAPPROVE VEHICLE PRIORITY RECALL LISTINGS	5.27	19	17
EVALUATE EFFICIENCY OF BASE TRANSPORTATION SYSTEMS, SUCH AS BASE TAXIS OR SHUTTLE BUSES	5.27	20	17
ADJUST DAILY WORKLOAD PRIORITIES	5.27	12	9
DISQUALIFY OR SUSPEND CARRIERS OR AGENTS	5.19	5	3
DEVELOP CORRECTIVE ACTIONS FOR RECURRING VEHICLE MAINTENANCE PROBLEMS	5.15	12	12
EVALUATE PERSONAL PROPERTY CARRIER SERVICES	5.05	5	6
INSPECT CARRIER EQUIPMENT, FACILITIES, OR WAREHOUSES	5.05	7	6
ANALYZE TRENDS IN PERSONAL PROPERTY CARRIER PERFORMANCE	5.02	7	8
EVALUATE UNIT VEHICLE AUTHORIZATIONS	4.93	18	17
APPROVE OR DISAPPROVE VEHICLE CANNIBALIZATIONS	4.88	18	15
DEVELOP BUDGETS	4.83	30	26
APPROVE OR DISAPPROVE VEHICLE TRANSPORTATION REQUESTS	4.81	24	20
ANALYZE VEHICLE ACCIDENT OR INCIDENT TRENDS	4.76	21	19
DEVELOP VEHICLE PRIORITY MAINTENANCE LISTINGS	4.76	13	14
REVIEW DEFERRED MAINTENANCE LISTINGS	4.76	15	12
CONDUCT UNIT SELF-INSPECTIONS	4.73	57	54
EVALUATE CORRECTIVE ACTION IN VEHICLE ABUSE OR MISUSE CASES	4.71	25	22
ADVISE ORGANIZATIONS ON VEHICLE OPERATIONS PROGRAMS	4.66	27	22
DEVELOP VCO VEHICLE SURVEILLANCE PROGRAMS	4.63	11	8
RECOMMEND CHANGES IN VEHICLE AUTHORIZATIONS	4.63	18	17
TRACK STATUS OR PROGRESS OF VEHICLE MAINTENANCE	4.63	17	12
EVALUATE HAZARDOUS CARGO WAIVERS OR DEVIATIONS	4.63	8	8
EVALUATE SHIPMENTS FOR HAZAROUS CARGO COMPATIBILITY	4.63	9	8

\*THE MEAN TRAINING EMPHASIS RATING IS 1.93, THE STANDARD DEVIATION IS 1.25.

TABLE 26  
KNOWLEDGES REQUIRED BY SECOND LIEUTENANTS

KNOWLEDGE AREA	PERCENT RESPONDING (N=131)
SAFETY REQUIREMENTS	74
EXERCISE/MOBILITY PLANNING	72
SUPPLY REQUISITION PROCEDURES	62
WAR CAPABILITIES OF TRANSPORTATION SYSTEMS	50
VEHICLE ABUSE/MISUSE ACCIDENT INVESTIGATION PROCEDURES	48
MILITARY AIRLIFT COMMAND OPERATIONS	47
DRIVER LICENSING PROCEDURES	45
LABOR RELATIONS	44
VEHICLE CONTROL OFFICER PROGRAM	44
LOAD PLANNING PROCEDURES	44
AIR SHIPMENT PROCEDURES FOR HAZARDOUS MATERIALS	44
VEHICLE AUTHORIZATION LISTINGS	43
AIRCRAFT CHARACTERISTICS/LIMITATIONS	43
CLASSES OF HAZARDOUS MATERIALS	42
PASSENGER TRAVEL ENTITLEMENTS	41
MATERIALS HANDLING SYSTEMS	41
WEIGHT AND BALANCE	41

## JOB SATISFACTION ANALYSIS

Expressed job satisfaction indices were analyzed for various groups of transporters to determine whether members of some groups were more dissatisfied than others. This analysis is useful to career field monitors in that it may lead to research into conditions that are perceived as irritants in the career field.

Overall, job satisfaction indices were very high for Transportation Officers and equivalent-grade civilians. As Table 27 shows, over 90 percent of the military and 92 percent of the civilians found their jobs interesting. Over 90 percent and 95 percent of the military and civilians, respectively, perceived their talents well utilized. Perceived utilization of training was somewhat lower, with 78 percent of the military reporting positive utilization compared to 96 percent for civilians. As can be seen in Table 28, satisfaction indices were higher for military transporters than for officers in three recently surveyed support career fields.

Table 29 lists the job groups identified in the Transportation Field Structure Section with associated job satisfaction indices. Members of most job groups reported very high job satisfaction. Several of the groups were identified, however, in which incumbents reported lower levels of satisfaction. For example, only 71 percent of the transporters in the Air Terminal Operations Center (ATOC) job group reported positive job interest. Perceived utilization of talents was lower than average for members of the Personal Property Evaluators and Commanders II job groups. Perceived utilization of training was relatively low for transporters in the Mobility Managers, Terminal Services, and Commanders II job groups. It must be pointed out that while these figures are low for the Transportation field, they are near the averages found in other support fields. It should not be inferred that these are problem areas, rather that these members groups report lower satisfaction, relative to other officer level transporters.

TABLE 27  
JOB SATISFACTION COMPARISONS

	PERCENT EXPRESSING POSITIVE RATINGS						
	ALL MILITARY (N=746)	ALL CIVILIAN (N=222)	DAFSC 601X (N=305)	DAFSC 605X (N=440)	SERIES 2101 (N=22)	SERIES 2130 (N=105)	SERIES 2150 (N=36)
<u>JOB INTEREST</u>							
INTERESTING	90	92	97	85	96	91	94
<u>UTILIZATION OF TALENTS</u>							
FAIRLY WELL OR BETTER	90	95	95	87	96	95	92
<u>UTILIZATION OF TRAINING</u>							
FAIRLY WELL OR BETTER	79	96	84	76	96	95	94

TABLE 28  
JOB SATISFACTION COMPARISONS  
AFS 60XX VS OTHER OFFICER FIELDS

	PERCENT EXPRESSING POSITIVE RATINGS			
	TRANSPORTATION AFS 60XX (N=746)	SPACE SYSTEMS AFS 20XX (N=298)	MAINTENANCE AFS 40XX (N=2346)	INTELLIGENCE AFS 80XX (N=1981)
<u>JOB INTEREST</u>				
INTERESTING	90	76	85	85
<u>UTILIZATION OF TALENTS</u>				
FAIRLY WELL OR BETTER	90	70	84	84
<u>UTILIZATION OF TRAINING</u>				
FAIRLY WELL OR BETTER	79	69	80	65

TABLE 29

JOB SATISFACTION COMPARISONS-JOB GROUPS  
(DESCENDING ORDER JOB SATISFACTION)\*

JOB GROUP TITLE	PERCENT EXPRESSING POSITIVE RATINGS		
	JOB INTEREST	TALENTS	TRAINING
INSPECTOR GENERAL PERS. (N=12)	100	100	100
COMMANDERS/DIRECTORS (N=108)	99	99	94
FREIGHT PROCESSORS (N=35)	97	97	94
PASSENGER SERVICES (N=26)	96	96	92
TRAFFIC MANAGEMENT (N=76)	95	96	92
MANPOWER/PERSONNEL MGRS (N=6)	100	100	83
TRANS. INSTRUCTORS (N=6)	100	83	100
HQ STAFF PERSONNEL (N=59)	95	95	92
VEHICLE OPERATIONS II (N=21)	91	95	95
TRAINING MANAGERS (N=5)	100	100	80
TRANS. SYSTEMS DEV. (N=108)	91	95	85
VEHICLE MAINTENANCE (N=61)	90	95	85
STAFF ASSISTANCE PERSONNEL (N=21)	91	95	81
CONTRACT MONITORS (N=18)	83	89	94
AIRLIFT MANAGEMENT (N=28)	86	86	89
PLANS PERSONNEL (N=69)	93	91	75
MOBILITY OFFICERS (N=12)	83	83	92
TERMINAL SERVICES (N=13)	92	92	69
MOBILITY MANAGERS (N=43)	93	88	70
PERSONAL PROP. EVALUATORS (N=14)	93	79	79
VEHICLE OPERATIONS (N=54)	85	89	76
COMMANDERS II (N=18)	94	72	67
AIR TERM. OPNS. CENTER (N=62)	71	82	77

\*DESCENDING ORDER DETERMINED BY ADDING ALL THREE INDICES TO ARRIVE AT  
AN AGGREGATE RATING

## IMPLICATIONS

The primary purpose of an occupational survey report is to describe the structure of a career field by examining the tasks and jobs performed within an occupational area. It is not the purpose of this report to make recommendations on classification structure, career progression, or training issues, but rather to present data to assist Air Force managers in making decisions in those areas. There are, however, implications which follow from some of the major findings in this survey.

First, the transportation utilization areas is diverse in terms of jobs and the associated tasks performed. The utilization field spans a range from vehicle operations and maintenance, traffic management and passenger services through mobility, plans, airlift management, terminal services, and ATOC. The various jobs have unique tasks and duties that differentiate them. Training managers should be aware of the diversity in the transportation field when structuring training for new transporters.

Second, there appear to be only minor differences in the way officer level military and civilian transporters are utilized. Civilian and military transporters frequently work side-by-side in the same job groups, performing basically the same tasks. With few exceptions (such as Contracting, Packaging, ATOC, Terminal Services, and Commanders), military and civilian personnel are distributed in jobs throughout the Transportation field in proportion to the total numbers of each.

Third, the utilization of military officers in the transportation field closely parallels the AFR 36-1 specialty description. There were no officers in the survey sample working outside the career field. AFR 36-1 appears to adequately and completely describe the duties and responsibilities of the Transportation field.

Utilization of civilian transporters was not as well defined as for military transporters. In many job groups, personnel from different occupational series, notably 2101, 2130, and 2150, performed many of the same tasks. It appears that occupational series is not always a good predictor of the tasks performed by civilian transporters.

Fifth, MAJCOM distribution of incumbents varied among several related job groups. For example, higher percentages of the members of the Vehicle Operations I job group were assigned to SAC, while more Vehicle Operations II personnel were assigned to tactical air force units (TAC, USAFE, PACAF). Similar situations existed in the three commander job groups and the two mobility job groups. This has training implications in that tasks for transporters in seemingly identical jobs vary as a function of Major Command of assignment.

Finally, supervision and management tasks are commonly performed by very junior Transportation officers. Second Lieutenants supervised an average of four subordinates and reported a span of control of 40 individuals! They also perform personnel, equipment, and fiscal management tasks early in their career, unlike junior officers in many other specialties.



APPENDIX A

TABLE A1

KNOWLEDGES REQUIRED BY VEHICLE OPERATIONS PERSONNEL  
(GRP321)

KNOWLEDGE AREA	PERCENT RESPONDING (N=54)
VEHICLE ABUSE-MISUSE ACCIDENT INVESTIGATION PROCEDURES	98
VEHICLE ROTATION PROGRAM	96
FLEET ANALYSIS	94
VEHICLE AUTHORIZATION LISTINGS	94
VEHICLE AUTHORIZATION UTILIZATION BOARD FUNCTIONS AND OPERATIONS	94
VEHICLE PRIORITY BUY PROGRAM	94
VEHICLE AUTHORIZATION PROCEDURES	93
DRIVER LICENSING PROCEDURES	91
VEHICLE CONTROL OFFICER PROCEDURES	91
CATEGORIES OF DISPATCH	89
DISPATCH RESTRICTIONS	89
RECEIPTING FOR VEHICLES	89
BASE TRANSPORTATION SERVICES	89
CENTRAL POOLING CONCEPT	87
EXERCISE/MOBILITY PLANNING	87
SAFETY REQUIREMENTS	85
VEHICLE INTEGRATED MAINTENANCE SYSTEM CONCEPT	78
SUPPLY REQUISITION PROCEDURES	69
WAR CAPABILITIES OF TRANSPORTATION SYSTEMS	61
LABOR RELATIONS	59
LIMITED TECHNICAL INSPECTION PROCEDURES	56
DEFERRED MAINTENANCE	50
USE OF MAINTENANCE TECH ORDERS	50

TABLE A2  
KNOWLEDGES REQUIRED BY MOBILITY JOB GROUP

KNOWLEDGE AREA	PERCENT RESPONDING (N=43)
EXERCISE/MOBILITY PLANNING	95
SUPPLY REQUISITION PROCEDURES	74
SAFETY REQUIREMENTS	74
PASSENGER TRAVEL ENTITLEMENTS	65
AIR SHIPMENT PROCEDURES FOR HAZARDOUS MATERIALS	65
MATERIALS HANDLING SYSTEMS	63
CLASSES OF HAZARDOUS MATERIALS	61
PASSENGER RESERVATIONS	61
LABOR RELATIONS	61
WAR CAPABILITIES OF TRANSPORTATION SYSTEMS	58
CATEGORIES OF TRAVEL	58
SHIPMENT BY AIR	58
REUSABLE CONTAINER PROGRAM	58
TRAFFIC MANAGEMENT DATA REPORTS	58
HAZARDOUS MATERIALS SHIPPING REQUIREMENTS	58
MAC OPERATIONS	56
MAC CHANNEL/SAAM PROCEDURES	56
MODES OF TRAVEL	56
PASSENGER PROCESSING	54
PERSONAL PROPERTY ENTITLEMENTS	54
OVER/SHORT/DAMAGED SHIPMENT PROCEDURES	54
LOAD PLANNING PROCEDURES	51
CARGO RESTRAINT/BLOCKING/SHORING REQUEST	51
HAZARDOUS MATERIALS PACKAGING REQUEST	51
SHIPMENT DOCUMENTATION	51
BILL OF LADING PROCEDURES	51

TABLE A3

## KNOWLEDGES REQUIRED BY VEHICLE MAINTENANCE JOB GROUP

KNOWLEDGE AREA	PERCENT RESPONDING (N=61)
SAFETY REQUIREMENTS	92
MAINTENANCE QUALITY CONTROL PROCEDURES	89
DEFERRED MAINTENANCE	89
VIMS CONCEPT	89
CONTRACT MAINTENANCE	87
LIMITED TECHNICAL INSPECTION PROCEDURES	87
SUPPLY LEVEL ESTABLISHMENT PROCEDURES	87
SUPPLY REQUISITIONING PROCEDURES	87
SUPPLY POINT PROCEDURES	85
USE OF MAINTENANCE TECHNICAL ORDERS	85
WORK ORDER PROCESSING	85
CODARS/CODAPS PROCEDURES	85
VEHICLE ABUSE/MISUSE/ACCIDENT INVESTIGATION PROCEDURES	84
BENCH STOCK ESTABLISHMENT PROCEDURES	84
VEHICLE CONTROL OFFICER PROGRAM	77
VAUB FUNCTIONS/OPERATIONS	75
VEHICLE AUTHORIZATION LISTINGS	74
LABOR RELATIONS	72
SUPPLY DELIVERY PROCEDURES	69
VEHICLE AUTHORIZATION PROCEDURES	64
AF STANDARD DATA PROCESSING SYSTEMS	62
EXERCISE/MOBILITY PLANNING	61
VEHICLE PRIORITY BUY PROGRAM	61
VEHICLE ROTATION PROGRAM	56
FLEET ANALYSIS	54
RECEIPTING FOR VEHICLES	51

TABLE A4

## KNOWLEDGES REQUIRED BY TRAFFIC MANAGEMENT JOB GROUP

KNOWLEDGE AREA	PERCENT RESPONDING (N=76)
TRAFFIC MANAGEMENT DATA REPORTS	95
OVER/SHORT/DAMAGED SHIPMENT PROCEDURES	94
MILSTAMP	92
TRACING SHIPMENTS	92
SHIPMENT BY AIR	91
SAFETY REQUIREMENTS	90
BILL OF LADING PROCEDURES	90
FREIGHT ROUTING	90
PERSONAL PROPERTY ENTITLEMENTS	88
SHIPMENT BY MOTOR CARRIER	88
EXPEDITING SHIPMENTS	88
DETENTION/DEMURRAGE	88
SHIPMENT DOCUMENTATION	88
SHIPMENT PLANNING	88
REUSABLE CONTAINER PROGRAM	88
HAZARDOUS MATERIALS SHIPPING REQUIREMENTS	88
TENDER OF SERVICE	88
CLASSES OF HAZARDOUS MATERIALS	87
FREIGHT RELEASE REQUIREMENTS	87
SHIPMENT SECURITY REQUIREMENTS	87
POSTAL SHIPMENT PROCEDURES	87
DIVERSION/RECONSIGNMENT OF SHIPMENTS	87
EXCESS COST PROCEDURES	87
PASSENGER TRAVEL ENTITLEMENTS	86
PERSONAL PROPERTY SHIPMENT PROCEDURES	86
SPECIAL CARGO MOVEMENTS PROCEDURES	86
PACKAGING/PRESERVATION PROCEDURES	86
HAZARDOUS MATERIALS PACKAGING REQUIREMENTS	84
FREIGHT RATES	84
COMMERCIAL CARRIER/AGENT PARTICIPATION IN DOD TRAFFIC	84
MODES OF TRAVEL	84
PASSENGER RESERVATIONS	84
TR/MTA PROCEDURES	83
PBP&E SHIPMENT PROCEDURES	83
POV/MOBILE HOME SHIPMENT PROCEDURES	83
TRANSPORTATION PACKAGING ORDERS	83
TARIFFS	83
AIR SHIPMENT PROCEDURES FOR HAZARDOUS MATERIALS	83
CARGO RESTRAINT/BLOCKING/SHORING REQUIREMENTS	82
DIRECT PROCUREMENT	82
COMMERCIAL CARRIER/AGENT SELECTION PROCEDURES	82
CATEGORIES OF TRAVEL	82
SUPPLY/REQUISITION PROCEDURES	80
EXERCISE/MOBILITY PLANNING	80
LABOR RELATIONS	80
PORT CALL PROCEDURES	80
CLAIMS PROCEDURES	80
MAC CHANNEL/SAAM PROCEDURES	80
WAREHOUSE/STORAGE PROCEDURES	80

TABLE A5

KNOWLEDGES REQUIRED BY AIR TERMINAL OPERATIONS  
CENTER (ATOC) JOB GROUP

KNOWLEDGE AREA	PERCENT RESPONDING (N=62)
MILITARY AIRLIFT COMMAND OPERATIONS	87
AIRLIFT CHARACTERISTICS/LIMITATIONS	87
AIR SHIPMENT PROCEDURES FOR HAZARDOUS MATERIALS	84
WEIGHT AND BALANCE	81
PASSENGER TRAVEL ENTITLEMENTS	77
CATEGORIES OF TRAVEL	74
AIRLIFT FORECASTING	74
MATERIALS HANDLING SYSTEMS	74
PROTOCOL PROCEDURES	73
LOAD PLANNING PROCEDURES	71
SAFETY REQUIREMENTS	69
PASSENGER PROCESSING	69
CARGO RESTRAINT/BLOCKING/SHORING REQUIREMENTS	69
AIRLIFT CLEARANCE AUTHORITY PROCEDURES	68
PASSENGER RESERVATIONS	68
ROUTING (PASSENGER)	68
SPECIAL CATEGORY PASSENGER PROCESSING	66
AIRLIFT SERVICE INDUSTRIAL FUND OPERATION	65
HAZARDOUS MATERIALS SHIPPING REQUIREMENTS	63
ANTI-HIJACKING/CONTRABAND DETECTION PROCEDURES	61
EXERCISE/MOBILITY PLANNING	61
BORDER CLEARANCE PROCEDURES	60
MAC CHANNEL/SAAM PROCEDURES	60
CLASSES OF HAZARDOUS MATERIALS	58
BAGGAGE PROCESSING PROCEDURES	57
HAZARDOUS MATERIALS PACKAGING REQUIREMENTS	57
STRATEGIC AIRLIFT	53
TACTICAL AIRLIFT	50

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